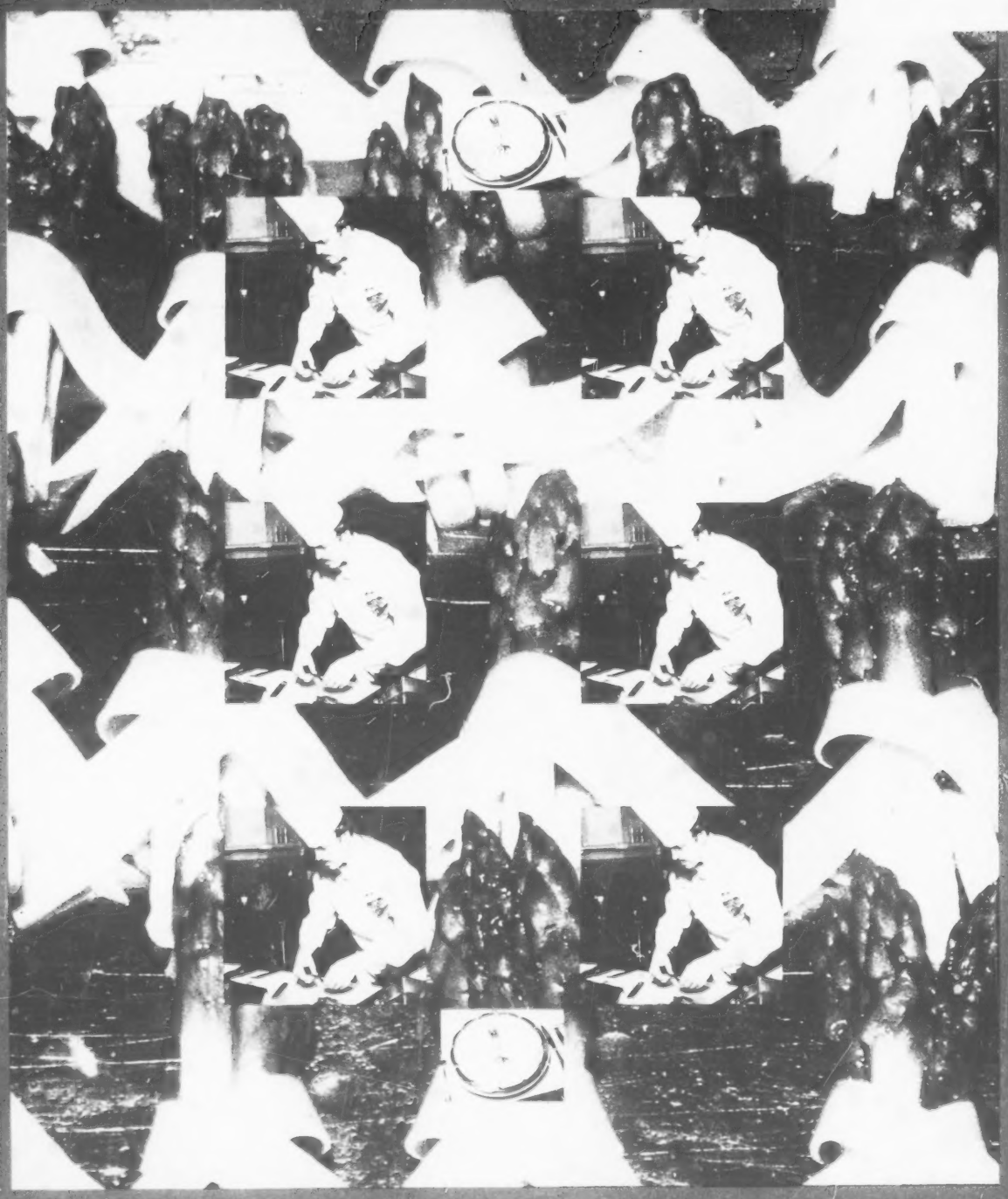
National Restaurant Association

NRA NEWS



DINNER OF THE CENTURY

NRA MEETINGS

American Regional Cookery
8/14 San Antonio, TX

Simplified Baking Workshop
9/11 Denver, CO
9/13 St. Louis, MO

Off-Premise Catering
8/13-14 Westchester, NY
9/17-18 Knoxville, TN

Computers in Foodservice: A Primer
8/13 Louisville, KY
8/20 Las Vegas, NV
9/10 Los Angeles, CA

Computers in Foodservice: Advanced Technologies/Now That I Have One . . .
8/14 Louisville, KY
8/21 Las Vegas, NV
9/11 Los Angeles, CA

Perfecting Your Culinary Skills
9/11 Detroit, MI
9/13 Minneapolis, MN

Restaurant Design & Facilities Planning
8/6-7 Washington, DC
9/17-18 Boston, MA

Dining Room Management
8/20 Cheyenne, WY
8/22 Colorado Springs, CO
8/24 Bismarck, ND
9/4 Rochester, NY
9/10 Toronto, Canada
9/12 Ottawa, Canada
9/17 New Orleans, LA

Food Cost Management
8/20 Portland, OR

Kitchen Management
8/2 Tulsa, OK
8/14 Cleveland, OH
8/16 Liberty, NY
9/4 Scranton, PA
9/6 Indianapolis, IN
9/20 San Francisco, CA

Controlling Labor Costs
8/13-14 Milwaukee, WI
9/10-11 Oakbrook, IL

Location! Location! Location! How to Successfully Negotiate and Finance Your New Operation
8/20-21 Atlantic City, NJ
9/19-20 Raleigh, NC

Planning & Implementing Restaurant Marketing Strategy
8/1-2 Atlanta, GA
9/11-12 Oklahoma City, OK

Menu Development
8/6 Springfield, MA
8/8 Hartford, CT

Creative Merchandising Techniques
9/11 Stratton, VT

Operational Analysis
8/6-7 Seattle, WA

The Pantry: Prep for Profit
8/2 Minneapolis, MN

Foodservice Productivity
9/20 New Orleans, LA

Soups and Sauces
8/1 New Orleans, LA
8/2 Atlanta, GA
9/4 Louisville, KY
9/6 Knoxville, TN

Basic Supervision in Foodservice
8/7 Pittsburgh, PA
8/9 Allentown, PA
8/15 San Antonio, TX
9/11 New Haven, CT
9/18 Pocatello, ID

Tools for Training
9/19 Wilmington, DE
10/1 Portland, OR

Hospitality Workshops
8/21-22 Full Service Seattle, WA
9/11-12 Full Service Chicago, IL
9/13-14 Fast Food Chicago, IL
9/17-18 Full Service San Francisco, CA

National Conference Series
8/26-29 National Conference on Marketing, Advertising and Promotions Long Beach, CA
9/29-10/3 Ninth Annual California Wine Workshop Sonoma, CA
10/28-31 National Conference on Off-Premise Catering Washington, DC

IN-HOUSE PROGRAMS ARE AVAILABLE UPON REQUEST
For more information, contact:
NRA Education Programs
311 First Street, N.W.
Washington, DC 20001
(800) 424-5156 or (202) 638-6100

Vol. 4 No. 6 June/July 1984

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PRESIDENT'S REPORT

Harris O. Machus
President and Owner
Harris O. Machus
Enterprises, Inc.
Birmingham, MI

This is my first opportunity to address you as your chairman and president for the 1984/85 administrative year. I am both honored and delighted to serve our industry in this capacity.

Displaying our industry at its best

NRA's 65th Annual Restaurant, Hotel-Motel Show drew 88 thousand foodservice people to Chicago in late May. Excitement was high, and I sensed that optimism about the future of the industry was evident everywhere. The 11 square mile exposition floor displayed more new products, equipment services, and concepts, than any operator could take in during three days.

This year members of Congress attended the Show as guests of your NRA Board of Directors. They toured the floor, participated in a panel and spent many hours discussing industry issues with Board and industry members. After the Show, Rep. Don Ritter (R-PA) told me, "I realized for the first time what a powerful force the restaurant industry is in our economy."

Monitoring labor issues

Meeting during the Show, the Board voted to establish a Board-level Labor Issues Study Group to evaluate proposed and anticipated legislation that may affect labor costs in 1985 and thereafter. Proposals for changing laws concerning minimum wage, tip credit and unemployment are common and often ill-advised. This study group will review such proposals, devise strategies to oppose adverse bills and support positive legislative efforts.

Talking to suppliers about sulfites

The Board also approved proposals submitted by NRA's Additive Task Force. (See page 27.) Among them is the recommendation that operators prepare to respond to consumer inquiries about the presence of sulfiting agents in food served by their establishments.

The Board recommended that operators ask suppliers if the products purchased have been treated with sulfites. Ask suppliers to indicate the presence of sulfites on the smallest unit container of the products purveyed. The continuing publicity about the dangers of sulfiting agents to asthmatics will likely prompt our patrons to raise these questions with us.

Proposing positive action on DWI

In late June, NRA's Task Force on Alcohol Awareness met in Washington, DC, for its second two-day session in as many months. It reviewed bills that would restrict sales of alcoholic beverages in order to reduce drunk driving. The task force recommended alternative proposals which would, in fact, help reduce DWI and still ensure the prudent dispensing of alcoholic drinks desired by our customers.

Getting out the facts

An information package concerning this issue has been mailed to NRA members. It contains the new booklet, *Help Prevent Drunk Driving: A Restaurateur's Guide* and other materials covering actions you can take to show your concern about this broad social problem.

NRA believes that the most effective regulation is self-regulation. That's why we urge you to consider carefully the content of this information package. Please read it. It's important.

Reviewing the figures

The first in a series of NRA special reports on important industry issues will be mailed to each member company within a few weeks. This report will cover consumer perception and behavior in regard to nutritional issues. Future topics will include energy, food supply and demographic trends affecting the industry.

Meanwhile, NRA's research department is evaluating data for the annual *Operating Ratio* report—a study of the relationships between various operating expenses and sales. Preliminary review indicates that net income before tax rose from 3.4 percent in 1982 to 4.3 percent in 1983. Why? The report shows that we are doing a better job of controlling costs in relation to revenues. The full report will be available by mid-summer.

Organizing a new forum for the independent operator

Planning continues for NRA's first National Management Conference for the Independent Operator. An advisory committee of independent operators is helping staff develop a highly informative program for this three-day conference to be held in New Orleans, January 27–30, 1985. Successful operators from all over the country will be listening to top-rated speakers and sharing ideas with their peers. We will keep you posted on developments regarding this new annual meeting.

During the past two months, 560 members joined NRA. I welcome you to the most prestigious foodservice trade association in the world. Your business will grow through participation in NRA activities.

Sincerely,

Harris

Harris O. Machus
President and Chairman of the Board

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Cover Story

It was a dinner as much a treat for the eyes as for the palate. For the first time in the history of the U.S. Culinary Team, team members prepared an 11-course fundraising gala meal that was, by any standard, a culinary event. Called the Dinner of the Century, it was one of the high points of the 65th annual Restaurant, Hotel-Motel Show, spotlighting the talent of the 12 men who will be representing American foodservice in the International Culinary Competition in Frankfurt this October.

10 For a detailed look at the dinner and the other events during the Show, don't miss the Show Report, which begins on page 10. It will give you a glimpse of the direction American foodservice will be taking in the rest of the decade.

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To Your Health 27 A review of the sulfite issue.

How's Business 45 The spotlight this month is on Holyoke, MA; West Orange, NJ; Dewey Beach, DE; Evansville, IN; Tuscaloosa, AL; Sioux Falls, SD; Little Rock, AK; Cave Creek, AZ; and Clatskanie, OR.

Food for Thought 47 Cheese can help fight tooth decay. Texas restaurant wants to secede from New York City.

Cover photograph: Michael P. Weinstein
Cover design: Hausmann/Krohn, Inc.

SHORT ORDERS

September 9— Grandparents Day

In only six years of its observance, Grandparents Day is fast becoming a red letter day for restaurateurs all around the country.

On September 9, the Sunday after Labor Day, families will be getting together to share a brunch, lunch or dinner and pay special homage to their grandparents. If last year's percentages are any indication, at least 20 percent of families will dine out on Grandparents Day.

To foster awareness of the occasion and to help restaurant operators build profits, NRA will be sending press releases and taped messages to radio stations throughout the country to announce Grandparents Day. To restaurant operators, NRA will offer promotional materials, including a poster and table tents, which members can order by contacting NRA at 311 First St., N.W., Washington, DC 20001 or calling 202/638-6100 or 800/424-5156.

Also, the National Council of the Observance of Grandparents Day (NCOGD) has prepared streamers, posters, mobiles and pennants, which are described in a brochure that is available toll-free by calling 800/621-4118 or 800/972-3608 in Illinois.

Model ordinance interpretations

Selected interpretations of the Food and Drug Administration (FDA) Model Food Service Ordinance are available through the National Restaurant Association's Technical Services Department in Chicago, IL. The ordinance, which has been adopted by 30 states and hundreds of communities, is the basic document for almost all public health regulations of restaurants.

Currently available interpretations concern

- Baked or boiled potatoes considered to be potentially hazardous
- Use of chemical sanitizing rinse
- Effectiveness of ultrasonic pest control devices
- Proper temperature of chemical sanitizing rinse
- Requirements for retaining shelf-stock tags
- Addition of sulfiting agents
- Product temperature criteria for microwave cooking of pork, pork products and beef roasts
- Cooked bacon as a potentially hazardous food
- Soy protein products considered to be potentially hazardous foods
- Automatic insecticide dispensers
- Transmission of herpes by food or food contact surfaces and
- Between use storage of food preparation utensils.

Also available are the following documents:

- Customer self-service of bulk foods (food store ordinance only)
- Evaluation of multi-unit food operations and
- Manager training and certification.

For further information, contact Andrew Poledor at (312) 853-2525.

NRA Executive Vice President Bill Fisher (L) congratulates L. David Horner, this year's winner of the Small Business Person of the Year for Florida award. Horner came to NRA headquarters while in Washington for the Small Business Administration's celebration of Small Business Week. Horner owns 13 Popeye's Famous Fried Chicken franchises, employing 500 people with sales reaching $11.2 million in 1983.

New study group for general counsels

A new study group is forming within NRA's Executive Study Group Series for those with general counsel responsibility in a chain restaurant or hotel company. The General Counsel Group will be the 13th study group in the series, which is a members-only service designed for executives within chain member companies.

This group will address such areas as insurance, franchising, real estate, liquor licensing and liability as well as negligence action. These topics are not currently explored by existing study groups.

Any NRA member interested in participating in this group is encouraged to contact Executive Study Group Coordinator Philip Kralovec in NRA's Chicago office at (312) 853-2525. The group is also interested in recommendations for study topics.

WASHINGTON REPORT

Youth opportunity wage is picking up momentum

The Reagan administration is stepping up efforts to persuade Congress to enact a summer youth opportunity wage. And NRA supports this initiative. Speaking on behalf of NRA before a House labor subcommittee in May was Government Relations Director Ron Sarasin, who as a member of Congress in 1977 authored legislation to help reduce the unemployment rate among teenagers.

"The barriers to hiring young, unskilled, disadvantaged youth are already significantly high without contributing another in the form of a wage barrier," he said.

The Reagan proposal would allow employers to pay youths under the age of 20 about 75 percent of the minimum wage—$2.50 per hour—for employment between May 1 and September 30.

To guard against employer abuse, the proposal prohibits employers from substituting 16 to 19 year olds for current employees and imposes a fine on those who discharge, transfer or demote workers to employ eligible youths.

The administration picked up support for its proposal in April when the National Conference of Black Mayors endorsed the concept of a youth wage. The group said it favors an experimental summer program as a means of alleviating the "tremendous problem of youth unemployment and particularly the problem of minority youth unemployment."

Despite sustained economic recovery over the past year, youth unemployment remains extremely high, especially for minorities. The unemployment rate for teens is about 18 percent, while the unemployment rate among minorities in the same age bracket is more than twice as high.

The Minimum Wage Study Commission has estimated that more than 400,000 summer jobs would be created if the Reagan proposal were enacted.

About a third of those jobs would be in the food-service industry, the Department of Labor says.

Sen. Charles Percy (R-IL) and U.S. Rep. Ron Packard (R-CA) have introduced the administration's plan in the Senate and House. The identical bills are S. 2687 and H.R. 5721.

Although it has 36 cosponsors, the Packard bill will probably stay bottled up in the House Education and Labor Committee, which is controlled by Democrats generally hostile to the idea of a youth wage.

Chances of passage are much greater in the Senate. Senate Labor and Human Resources Committee Chairman Orrin Hatch (R-UT) is one of 13 cosponsors of the Percy bill, and he has indicated he will hold hearings on the legislation this summer.

"It is time we recognized that the minimum wage is in large part responsible for diminishing youth employment opportunities," Hatch said. "We have removed the bottom rungs from the ladder of employment by making it economically infeasible for an employer to hire anyone without the skills, experience or maturity to immediately earn the minimum wage in terms of productivity."

Percy said government programs, such as CETA, have "failed to solve the tragedy of youth unemployment. In spite of these programs and billions of dollars spent, youth unemployment has continued to plague our cities, small towns and rural areas."

In addition to the Percy-Packard bill, four other bills have been introduced in the 98th Congress (see box) that would establish a youth differential to the minimum wage. So far, no action has been taken on any of them.

- **H.R. 3679** would amend the Fair Labor Standards Act (FLSA) to permit an employer to hire a teenager under 19 at a wage rate of $2.85 per hour, or 85 percent of the minimum wage, for a period of 180 days. A similar bill was introduced in the 97th Congress.
- **H.R. 485** would permit an employer to hire youths under 20 at a wage rate of 85 percent of the minimum wage ($2.85 per hour) for the first year of employment. The bill would remove the certification requirements for the employment of full-time students. A similar bill was introduced in the 96th Congress.
- **H.R. 2149** and **S. 1023** would, among other things, establish a youth opportunity wage of $2.50 per hour or 75 percent of the applicable minimum wage, whichever is less, from May 1 through September 30, for persons under the age of 22. **This bill was supported by the administration.**
- **S. 561** would establish a youth wage of 85 percent of the minimum wage ($2.85 per hour) for any youth under 20 years of age for the first six months of employment. The bill would expire three years after the enactment date. The Secretary of Labor would be required to file biennial reports on the effectiveness of the provision. A similar bill was introduced in the 97th Congress.

Restaurant central kitchens

In testimony submitted to a House Agriculture Subcommittee last month, NRA said it supports a bill that would exempt restaurant central kitchens from federal meat and poultry inspection.

The NRA-backed legislation was the subject of a hearing before the Subcommittee on Livestock, Dairy and Poultry on May 17. The bill (H.R. 5223) was introduced by Agriculture Chairman Kika de la Garza (D-TX) earlier this year after discussions with NRA about the central kitchen problem.

The bill would eliminate duplicative federal inspection of meat and poultry products when a restaurant kitchen prepares ready-to-eat food for sale to consumers at other restaurants owned or operated by the same company.

In its testimony NRA pointed out that central kitchens are already inspected by state and local authorities, so there is no need for additional and costly federal inspection.

NRA also argued that the inspection laws were written specifically for large meatpacking facilities.

NRA noted that the U.S. Department of Agriculture (USDA), which inspects the kitchens, has agreed that such inspection is unnecessary, but USDA has said it does not have the authority to exempt central kitchens.

President authorizes second White House Conference on Small Business

President Reagan signed into law legislation calling for a second White House Conference on Small Business during official Washington's celebration of Small Business Week (May 8-11).

In a White House ceremony on May 9 honoring this year's Small Business Persons of the Year, President Reagan indicated the conference would probably be held in 1986.

Preliminary state and regional sessions would be held prior to the national conference.

The first Small Business Conference was held in 1980 and attracted some 25,000 small business participants. NRA was active in the conference, which developed recommendations for executive and legislative action on small business issues.

Job training, capital formation, innovation and technology, inflation, energy, minority business development, government regulation and paperwork were among the issues considered in 1980.

1983: a good year for small business

1983 was a very good year for small business, according to a recent report to Congress prepared by the Small Business Administration (SBA).

According to the SBA, new business starts were up 13 percent last year, and bankruptcies fell by 30 percent in the second half of 1983.

Income increased by 18 percent among proprietorships and partnerships, which comprise most small businesses.

The report attributes the record year of business formation and employment to the economic recovery. In 1983, inflation fell from 12 percent to 4 percent, and the prime interest rate plunged from 21 percent to 11 percent.

Small businesses contributed 2.6 million new jobs to the economy in 1983. Half of the private sector labor force is now employed by small firms, and small businesses furnish two out of three workers with their first jobs.

Although the SBA report did not discuss specific industry gains, NRA's research confirms that 1983 was a sunny year for restaurateurs. The foodservice industry posted its best sales performance since 1977.

—Jay Morris

Is your congressman a member of the Travel and Tourism Caucus?

If your congressman is not a member of the Travel and Tourism Caucus, encourage him or her to participate.

The caucus is one of the largest on Capitol Hill, but it needs to be expanded to properly represent the importance of travel and tourism to the overall U.S. economy.

To the foodservice industry, travel and tourism are vital because food is the second largest expenditure for the traveling public. In short, the greater the frequency of travel throughout America, the more the foodservice operator benefits. So be sure to contact your representative today. It not only will help the foodservice industry but also will strengthen our country's economic recovery.

THE BOARD ROOM

NRA membership elects new officers and directors

During the Annual Membership Meeting at the 65th NRA Restaurant, Hotel-Motel Show, **Harris O. Machus** of Harris O. Machus Enterprises, Inc. in Birmingham, MI, was elected chairman of the board and president of the National Restaurant Association. Machus succeeds Joe R. Lee, executive vice-president of General Mills, Inc. and president of the General Mills Restaurant Group.

Theodore J. Balestreri, president and co-owner of the Sardine Factory in Monterey, CA, was elected vice-president, and **G. "Jim" Hasslocher,** president and chairman of the board of Frontier Enterprises in San Antonio, TX, was elected treasurer. Machus, Balestreri and Hasslocher began serving one-year terms in their respective positions on Monday, May 21.

New NRA president appoints committee chairmen

"The range of NRA activities is remarkably broad. Only by dividing into committees and reviewing staff activity in various areas can we do justice to all the association's functions," said NRA President Harris O. Machus.

Machus began a year's term as President and Chairman of the Board on May 21. One of his first actions was to announce the chairmen of the Board-level committees that direct NRA activities.

Harris "Bud" Rusitzky (Serv-Rite Corp., Rochester, NY) will chair the Communications Committee, which oversees NRA's media relations program, the ***NRA NEWS*** and all promotional activity.

The Convention Committee, which plans the annual NRA Show, will be chaired by **Michael O'Neal** (The Ginger Man Group, New York, NY).

The Education and Research Committee will be chaired by **James A. Collins** (Collins Foods International, Inc., Los Angeles, CA). This committee supervises NRA's seminars, conferences and research projects.

Robert T. Clift (Banner Food Enterprises, Oklahoma City, OK) will chair the Energy and Technical Services Committee, which reviews activities regarding energy conservation and sanitation.

The Human Resources Committee, which oversees NRA programs relating to employee recruitment, training and management, will be chaired by **Dave Beck** (Westward Ho Cafeterias, Dayton, OH).

John R. Farquharson (Araserve, Philadelphia, PA) will chair the Membership Committee, which supervises member services and recruitment.

Thad Eure (The Angus Barn Ltd., Raleigh, NC) will chair the Political Action Committee, which oversees fund-raising for the NRA PAC.

The State Communication and Political Education Committee, which reviews NRA's liaison with the state restaurant associations, will be chaired by **C. Marshall Scott** (Marshall Scott Enterprises, Inc., St. Louis, MO).

Several committees oversee the internal operations of the association. They are the Audit Committee, chaired by **John F. Cauley, Jr.,** (Friendly Ice Cream Corp., Wilbraham, MA); the Bylaws Committee, chaired by **Kenneth Hill** (Gilbert Robinson, Kansas City, MO); Finance Committee, chaired by NRA Treasurer **G. "Jim" Hasslocher** (Frontier Enterprises, San Antonio, TX), the Investment Committee, chaired by **Walter Conti** (Conti Cross Keys Inn, Doylestown, PA); the Nominating Committee, chaired by **John Rian** (Rian's Inc., Portland, OR); and the Pension Committee, chaired by **Larry Hilaire** (Hilaire's Restaurants, Portland, OR).

The Board has also authorized three special task forces: Alcohol Awareness, chaired by **Michael Grisanti** (Casa Grisanti, Inc., Louisville, KY); Food Additives, chaired by **Robert S. Wood** (Bob Evans Farms, Inc., Columbus, OH); and Goals and Parameters, chaired by **Michael Hurst** (15th Street Fisheries, Ft. Lauderdale, FL).

All these chairmen serve on the NRA Executive Committee, which is chaired by NRA President **Harris O. Machus** (Harris O. Machus Enterprises, Birmingham, MI). The Executive Committee acts for the Board when the Board is not in session.

The following new directors were elected to the board during the membership meeting: **Ralph O. Brennan,** vice-president and general manager, Mr. B's, New Orleans, LA; **Richard Cregar,** president and chief executive officer, Cregar Enterprises, Warren, MI; **Steve Elmont,** president, Creative Gourmets, Ltd., Boston, MA; **M. Van Lewis, Jr.,** president, Lewis Restaurant Management Corp., Lynchburg, VA; and **Donald Phelan,** owner, Browning's Mexican Foods, Little Rock, AR.

The following members were re-elected to additional terms on the NRA board: **DeVere Burtenshaw,** Alpine Food Products, Inc., Redmond, WA; **John P. Cauley, Jr.,** Friendly Ice Cream Corp., Wilbraham, MA; **Guss Dussin,** The Old Spaghetti Factory International, Inc., Portland, OR; **Stanton D. Elliott,** Fresh Freeze Enterprises, Eureka, CA; **John R. Farquharson,** Araserve, Philadelphia, PA; **John Henry Felix,** Ohana Food Services, Honolulu, HI; **Stephen M. Huse,** Noble Roman's Inc., Bloomington, IN; **John J. Kawa,** Johnny's Cafe, Omaha, NE; **Jack L. Miller, Sr.,** Open Hearth Restaurant, Gatlinburg, TN; **Thomas S. Monaghan,** Domino's Pizza, Inc., Ann Arbor, MI; **Robert Rosenberg,** Dunkin' Donuts, Inc., Randolph, MA; and **Warren Rosenthal,** Jerrico's Inc., Lexington, KY.

—Dorothy Dee

- U.S. Culinary Team in the kitchen
- Industry trends and directions reviewed
- Show floor highlights
- Tips from Wayne Dyer and Ken Blanchard
- Why members, congressmen, the press came
- NRA Alcohol Awareness Program unveiled
- The Main Course—more than a race

1984 NRA SHOW

New Possibilities

Incoming NRA Chairman and President Harris Machus welcomes incoming NRA Treasurer Jim Hanlocher.

No two NRA Shows are exactly the same. Whether it's a product, a recipe, an idea, a contact or a new friend, Showgoers find something special at the Show each year. And this year was no exception.

On the exhibit floor, suppliers introduced many new ideas—from a talking dishwasher to tofu ice cream. In the management clinics and theaters, experts pinpointed state-of-the-art management techniques, many of which will appear in future issues of the **NRA NEWS**. In the Culinary Arts Salon, the latest food preparation trends were expressed in their most exalted state. At press conferences, NRA officially launched its alcohol awareness program and introduced results of its latest industry research.

For the first time in the history of the U.S. Culinary Team, team members prepared an 11-course, fund-raising gala, appropriately called The Dinner of the Century. It gave participants a preview of the direction American foodservice will be taking in the years to come.

Even the attendance list made news. Among the 89,000 visitors who thronged to the Show this year, there were eight congressmen—all members of the House Travel and Tourism Caucus.

Not all at the Show changes each year, of course. As in years past, NRA members elected their new officers for the year 1984–85 and honored incoming President and Chairman of the Board Harris O. Machus at the Grand Banquet.

NRA first ladies received special recognition at the First Ladies' Luncheon, where the guest speaker was first lady of the American stage Helen Hayes. Outstanding foodservice facilities in the Air Force were once again recognized at the Hennessy Awards luncheon,

The members of the U.S. Culinary Team worked with precision, skill and imagination preparing The Dinner of the Century.

This year's show was the biggest in history—with 89,000 participants.

Each Year

and award-winning menus in NRA's Great Menu Contest were on display in McCormick Place.

The opening day program, always a special attraction, this year featured outgoing President Joe R. Lee, who spoke of NRA programs and initiatives during his year in office. Also part of the afternoon program was a taped video greeting from President Ronald Reagan as well as a panel discussion on the economy and upcoming election.

The Main Course® , a 10-kilometer (6.2 mile) race along Chicago's lakefront, was back for the fourth consecutive year—with 700 more runners this year than last. The ever-popular Convention Capers featured such big-name groups as The Platters and Jade as well as country and Western performer John Conlee; and the Grand Banquet put its entertainment spotlight on musician Glen Campbell and comedian Michael Davis.

In sum, the NRA Show was a blend of new ideas and popular regular features that created a memorable experience for Show participants. "From beginning to end the Show was exciting," concluded one NRA member.

The Dinner of the Century

When Kaiser Wilhelm of Germany entertained the Czar of Russia at the turn of the century, the chef at the court was asked to prepare a dish from the bear the two men had killed during a hunt. The chef prepared a consomme with bear dumplings and, at the last minute, added flecks of 23-carat gold to make the dish fitting for the king. A variation of this classic recipe—with bear, broth, and gold leaf as well as morels and watercress custard—was served to nearly 160 guests at the Dinner of the Century during the NRA Show in May.

Gold service. Ice sculptures. Pulled sugar centerpieces. Waiters in white gloves. And eleven ambrosial courses were some of the components that went into the black-tie event called the Dinner of the Century.

Whether or not the guests at the $500-a-plate dinner believed the 11-course meal they were eating was, in fact, the best meal of the century, most—if not all—marvelled that food so beautiful could taste so good—especially in banquet proportions.

The gala, organized as a fundraiser for the U.S. Culinary Team, was a high point of the 65th Annual National Restaurant Association Restaurant Hotel/Motel Show. Held in the grand ballroom of Chicago's renovated Palmer House, it showcased the imagination, creativity, skill and artistry of the 12 chefs who will be representing American foodservice at the International Culinary Competition in Frankfurt, Germany, this October.

During the 18 months they have been together preparing for this competition, often called the culinary olympics, the team members have perfected recipes and their philosophy that elegant, cost-effective menus can be composed of regional American foods.

The Dinner of the Century was a showcase for their ideas and a preview of where the team members—the nation's culinary trendsetters—are taking contemporary American cuisine. The menu—from the ingredients to the names of dishes—paid tribute to America, illustrating the great variety, color and texture of American foods. It featured such regional specialities as California's miniature vegetables and wines, New York duck livers and galax leaves from the swamps of Minnesota and North Carolina, used as decoration for the sorbet course. There was a concern for quality, total usage and a balancing of heavier and lighter dishes. "We put our reputations on the line," confesses Team Captain Richard Schneider. And this reputation was raised to new heights by the evening's end.

A concern for excellence was apparent at every moment before and during the dinner. In the hours before

Team members worked in choreographed harmony.

the evening affair, the U.S. Culinary Team and their apprentices worked with detailed precision—chopping, assembling and testing in the furnace-like kitchens; chipping away at ice blocks in the hotel freezers; or fighting the high humidity to make the pulled sugar centerpieces.

Team Manager Ferdinand Metz could be seen throughout the kitchens, tasting, taking notes and making last-minute changes. At one point he shook plates of white asparagus puree and vegetable sabayon to make sure the two sauces wouldn't run over the plate or into each other while being transported with carrot-laced asparagus from the kitchen to the tables.

This dedication continued as the evening wore on. While dinner guests danced effortlessly to "Blue Bayou" and other tunes by the Dick Judson Band, the chefs continued their cooking, adjusting and personal arranging of course after course. Lined up in formation on the long metal kitchen tables, the dishes looked more like a colorful tapestry or geometric painting than serving plates for a meal—so perfectly did the colors harmonize and so precisely was each item arranged on the plate.

The team, too, worked together in choreographed harmony. There was no sense of self-importance as the chefs moved from station to station, dish to dish. Even as exhaustion set in and tired waiters could be heard breaking glasses, the mood was one of mutual respect and "the show must go on."

Working well under pressure is a prerequisite for any member of the U.S. Culinary Team, maintains Ferdinand Metz; and the Dinner of the Century gave Metz a chance to observe team members in a high-pressure situation. "In Frankfurt we need to minimize mistakes, to react appropriately to adverse conditions," says Metz. "I saw a lot of teamwork," adds Team Captain Schneider. "It was good for the team, and it gave them self-confidence and a sense of camaraderie."

A look at the dishes. . .

The menu itself was a combination of award-winning dishes, olympic gold-winning hopefuls and creative brainstorming results. Arriving at the rough menu took two complete weekends and "tons of phone calls," reports Schneider.

"The idea was to create a meal that any foodservice operator could take back into his establishment and to show that quality can be achieved even in the largest of dinners."

Although everyone on the team did everything during the course of the Dinner of the Century, individual team members were in charge of developing specific courses. Sometimes the dishes were completely transformed from their initial concept. For example, the "Floral Salad 'Kentucky'" began as a tomato ring with lettuce pushed through it. By the time of the Dinner of the Century—after an intermediate transformation for the Osaka, Japan, competition—it evolved into a hollowed, marinated tomato filled with Bibb lettuce, radish sprouts, radicchio, and enoki mushrooms in a lemon vinaigrette. And it was accompanied by a light goat cheese souffle.

There were certain patterns that were evident in the menu. For example, there was a preference for crisp vegetables, many of them miniature. And, says Schneider, "We marinate almost everything a little to give it flavor." Most dishes were prepared a la minute, such as the duck livers. The chefs were never farther ahead than three or four orders on this particular course.

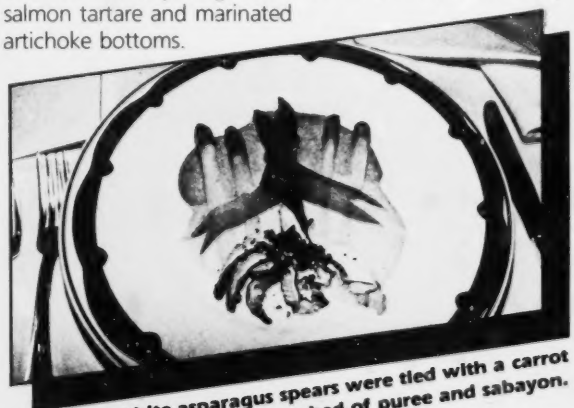
In a few cases there were last-minute changes to replace an unobtainable item. "Something like that could happen at Frankfurt," points out Schneider. "You always cook in the real world, not utopia. You can't say, this was frozen so I don't want to use it. You learn to make adjustments, even if you prefer fresh. We can't let nonavailability or any other misfortune get us down."

If there were any substitutions, they certainly were not apparent to the enthralled guests, who, with almost childlike wonderment, delighted in each dish and waited expectantly for the next one to arrive.

Setting the tone for the evening were the elegant appetizers served butler-style at a champagne reception. They included caviar blinis, steak tartare, miniature hollowed potatoes filled with snails and herb butter, and crab-filled patties.

After the guests were greeted by NRA outgoing President Joe R. Lee and members of the NRA/ACF U.S. Culinary Team Foundation, which sponsored the affair, a trumpet call marked the beginning of the sit-down portion of the dinner, with eight guests and two waiters per table.

The meal began with the second course, called "Overture 'California,'" which looked like a bird with spokes of white endive jutting from a center of smoked salmon, salmon tartare and marinated artichoke bottoms.



Green and white asparagus spears were tied with a carrot ribbon and placed on a bed of puree and sabayon.

Donors to the Dinner of the Century

Food Donors:

- Alaska Seafood Marketing Institute
- Burhops Fish & Seafood
- C & D Duck
- Haco Swiss c/o Midwest Imports
- Herbs for All Seasons
- John Sexton & Co.
- Kingsville Fisherman's Co. Ltd.
- Kraft Foodservice
- L. J. Minor Corp.
- New City Packing & Provision
- The Perrier Group
- Procter & Gamble Foodservice & Lodging Products, Inc.
- Sebastiani Vineyards
- Supreme Lobster Co.
- Turner Fisheries
- Wilson Foodservice Co.

Other Donors:

- The wine glasses, crested especially for The Dinner of the Century, were compliments of Libbey Glass.
- The commemorative plates, created expressly for The Dinner of the Century, were compliments of Syracuse China Company.
- The souvenir napkins were compliments of Artex International, Inc.
- Plants and decorative greenery were compliments of Floral Fashions.

California's Finest Wines for the Dinner of the Century

Course I
Schramsburg Brut Champagne
Mirassou Au Naturel Champagne

Course II
Robert Mondavi Fume Blanc
Vichon Chervier Blanc

Course III
Chateau Julien
Angelo Papagni Finest Hour Dry Sherry

Course IV
Monterey Gamay, J. Lohr
Gamay by Charles Shaw

Course V
Alexander Valley Vineyards Gewurztraminer
Hacienda Vineyards Gewurztraminer

Course VI
Ventana Vineyards Chardonnay
Acacia Chardonnay

Course VIII
Durney Vineyards Cabernet Sauvignon
Jordan Cabernet Sauvignon '80

Course IX
Thomas Fogarty Pinot Noir
Calera Pinot Noir

Course X
Wente Brothers Johannisberg Riesling Late Harvest
Sarah's Vineyard 1982 Johannisberg Riesling Late Harvest

Course XI
Ficklin Port
Quady Port

"The wine for the Dinner of the Century was the finest California had to offer," boasts NRA Treasurer Ted Balestreri, president and co-owner of the Sardine Factory in Monterey, CA. Balestreri selected the 20 wines that accompanied the gala meal with three other wine connoisseurs: Fred Dame, considered by many to be the top sommelier in the country; General Manager of Durney Vineyards David Armanesco, Commander of the Knights of the Vine; and Danny Ilisoupidez, director of the beverage for the Sardine Factory.

"We received the menu first and then chose the best wines of their particular kind for each course. We also tried to select two different styles for each wine." Every winery but one agreed to donate the selected wine for the dinner. The one winery abstaining did so because it didn't feel the wine was ready to be released.

Lined up in formation, the dishes looked more like a colorful tapestry or geometric painting than serving plates for a meal.

"Loin of Lamb Wyoming" may bring the U.S. Culinary Team a gold medal in Frankfurt, Germany, this October.

Fighting the high humidity, Team Member Lars Johansson coaxed along pulled sugar flowers and leaves for the centerpiece.

The third course, "Essence of Rocky Mountain Black Bear Claw," was a savory soup appetizer accompanied by an attractive, edible tortilla basket filled with garlic sticks, puff pastry and potato dumplings.

The fourth course, "Sauted Duck Liver 'Hudson Valley,'" took the menu to the East Coast. It featured duck livers from white Peking ducks, which overeat and produce livers weighing two and three pounds. These livers were sliced, sauted and deglazed with Madeira, then garnished with leeks and small pears poached in wine.

The fifth course, "Supreme of Michigan Asparagus," looked like a white, green and orange still life. Green and white asparagus spears were tied with a carrot ribbon and placed on a bed of white asparagus puree and vegetable sabayon.

The sixth course, "Jewels of the Sea 'Ole Miss,'" concluded the first half of the meal with a picturesque combination of seafood sausage; lobster and crabmeat, delicately flavored with a mustard butter sauce; and tiny, flame-red crayfish "caught" in a puff pastry trap. This dish may go to Frankfurt.

A palate refresher came next. "Sorbet of Passion Fruit 'Arizona'" was breathtaking. Half of a passion fruit was filled with a tangy ice, centered on a galax leaf and accompanied by sugared grapes and banana slices.

The eighth course, "Loin of Lamb 'Wyoming,'" may bring the U.S. team a gold medal in Frankfurt. Center cuts of boneless lamb rack enveloped a delicate spinach-flavored stuffing. They were served with a variety of miniature garden vegetables, black-eyed peas and a cheese-flavored noodle custard pie and sauce. The eye of loin was wrapped in forcemeat made from lamb scraps not normally served. This made it possible to feed three times the number of people—not for economic purposes at the dinner but to illustrate total usage. "Most restaurants go bankrupt in the garbage can; that's why we totally use our products," Schneider explains.

The ninth course, "Floral Salad 'Kentucky,'" featured marinated lettuce leaves in a marinated tomato and was accompanied by a light goat cheese souffle. This dish, too, is a likely candidate for Frankfurt.

The tenth course, "American Black Walnut Cream," was the first of two desserts. It was served in an

almond-flavored wafer shell with bourbon sauce. The grand finale was a plate of petits fours.

On to Frankfurt . . .

With only one more practice session left, the U.S. Culinary Team is counting down to the most prestigious international food contest. But it comes well prepared—with more practice sessions, greater industry awareness and support, and an increased sense of team spirit. "It's spirit, timing and teamwork that makes an event," concludes Team Captain Schneider. Other important qualities that can spell the difference between success and failure are ability to function under pressure and to make last-minute decisions. From the preview at the Dinner of the Century, the U.S. Culinary Team is well equipped, indeed, to win gold medals for the U.S.

Show attendees see U.S. Culinary Team in Action

When the last of the 11 courses of the Dinner of the Century was served, the U.S. Culinary Team started planning their next meal. Contributors to the U.S. Culinary Team Foundation, who donated $1,000 or more to the team, were treated to an elaborate Culinary Team luncheon, prepared in the demonstration kitchen at the NRA Show.

While the guests gathered with anticipation, hundreds of Show attendees were being served the treat. They stood outside the glassed-in demonstration kitchen, watching some of the top chefs in the country work in unison preparing the three-course luncheon. "This is a rare opportunity," remarked one of the onlookers. "I seldom get to see a chef of this caliber at work. To be able to watch six working together on one meal is something I'll remember."

Six of the U.S. Culinary Team chefs prepared the luncheon for approximately 50 contributors. The luncheon included a fresh mixed fish salad, Lamb Santa Fe and almond mousse—each course developed by the team and served at previous competitions.

Introducing the U.S. Culinary Team

Team Manager

- **Ferdinand Metz,** Culinary Institute of America, Hyde Park, NY

National Team

- **Marcus Bosiger,** Westin Galleria, Houston, TX
- **Daniel Hugelier,** Schuler's Inc., Marshall, MI
- **Lawrence "Tim" Ryan,** Culinary Institute of America, Hyde Park, NY
- **Richard Schneider**—TEAM CAPTAIN—Silver Lake Inn, Clementon, NJ

Regional Team

- **Siegfried Eisenberger,** Opryland Hotel, Nashville, TN
- **Mark Erickson,** Culinary Institute of America, Hyde Park, NY
- **Jeffrey Gabriel,** Sugarloaf Resort, Cedar, MI
- **Victor Gielisse,** Westin Hotel Galleria Dallas, Dallas, TX
- **Hartmut Handke,** Athletic Club of Columbus, Columbus, OH
- **Raimund Hofmeister,** Century Plaza, Los Angeles, CA

Pastry Team

- **Gunter Heiland,** Dupont Hotel, Wilmington, DE
- **Lars Johansson,** Johnson & Wales College, Providence, RI
- **Helmut Loibl,** Culinary Institute of America, Hyde Park, NY

14 apprentices, including the winner of the Student Hot Food Competition held during the NRA Show— **Caroline Clay Comb** of the Columbus Athletic Club in Westerville, OH.

1980s Industry Trends:

The decade of the '80s is shaping up far differently from the 1970s, according to Barbara R. Caplan, vice president of Yankelovich, Skelly and White, who spoke at the American Express Briefing Breakfast held during the NRA Show. Caplan reviewed the results of a survey conducted by her firm for American Express.

The 1980s have brought more selectivity when it comes to eating out, she said. With economic recovery consumers are indeed spending more—but it is to get more. Dining out is viewed by the patron as a reward, a pleasure and a practical solution to time and effort constraints.

Caplan identified eight major forces that will help shape issues affecting the restaurant industry.

1) The new realism/reduced expectations

There is a tempering of traditional American optimism regarding unlimited personal and national growth and a new maturity which recognizes the virtues of self-discipline. In counterpoint to the freewheeling spending of the '70s, there is more willingness to forego some present whims for future benefits without symptoms of deprivation. As a result, consumers tend to scrutinize their discretionary spending.

Eating out in the '80s is seen as a centerpiece of the leisure ethic. Although it is tied to our lifestyle, it must be perceived as a value both in tangible and intangible terms.

2) Cost effectiveness—the new overriding goal

In the '80s, there is a new pragmatic emphasis in almost every area of American life—government, business and the private sector. The cost of a product or service is understood not only in terms of the dollar amount but also in terms of time and effort expended. Today's consumer requires the quality to be commensurate with the price.

3) Quality—the ticket of admission

Don't mistake quality as simply a popular buzz word. The consumer of today is really looking for it. The general philosophy is to consume "better" not necessarily more. Although quality is subjective, each consumer will develop personal benchmarks.

4) The rise of local identification

Smaller individual units are becoming increasingly popular. The reasons for this are diverse: political and economic decentralization, greater control of public policy issues (for example, drunk driving) and the cementing of relationships found in smaller establishments.

The industry implications include greater pride in local cuisines, more success with advertising and promotion targeted to local audiences, and communication strategies that are truly responsive to customer needs.

The 50+ population should not be overlooked. They command three out of every 10 discretionary dollars.

an overview

5) The continuing commitment to health and fitness

Here a trend is continued. More attention is being shown to food and beverages as a central theme to long-range health maintenance. Overindulgence is no longer chic, which is reflected in a decline in the consumption of alcohol and beef and an increase in the consumption of fresh foods.

Patrons are also voicing concerns about such food items as sodium and cholesterol and are generally more interested in food issues. Restaurants are beginning to reflect these new concerns and will be asked to be even more responsive in the future.

6) Renewed interest in the home

There is a new focus on the home in the 1980s, which may encourage people to eat more meals at home. The consumer of the 1980s considers home an investment, which reflects his or her values, renews relationships and is a sanctuary from the stress and exhaustion of upward mobility. Add to this the appeal of personal computers, cable TV, VCRs and other technology, and a very real challenge for the restaurant industry emerges. Increased marketing and advertising becomes even more important now to draw customers. Gourmet take-out is one way to capitalize on this trend.

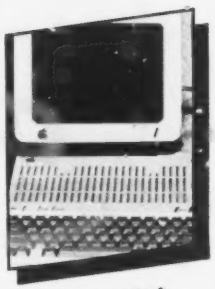
7) Maturation of women's movement

There has been a change from "same but equal" to "equal but different" in the women's movement. Women now realize that emancipation is no longer equivalent to kitchen incompetency. Liberation permits cooking—as long as it's an option and not a duty. This feeling reinforces interest in the home, and both men and women are more active in the food area. The routinized meal is a thing of the past. Convenience is still uppermost, but a greater choice of options is proliferating from specialty stores and new frozen foods to upscale fast food establishments.

Restaurants must sort out menus to offer the best of the "old" as well as the best of the "new" to appeal to the more sophisticated consumer.

8) Return to wit and wisdom

There has been a rediscovery of the values of tradition, heritage and experience. This has implications on three levels: the need for new marketing strategies, the use of a humanistic managerial approach to enhance employee commitment and customer satisfaction and, finally, the opportunity to leverage a long-standing respected name as an asset.



It was clear that computer software has matured.

This year health foods and desserts came together in ice cream desserts: some were made of tofu; others of fruit juices.

SHOW FLOOR
Tracking innovations

No one has a more vested interest in keeping track of innovations and trends in the restaurant industry than foodservice suppliers. Walking the exhibit floor from year to year, with a keen eye on what exhibitors are selling and how they are selling, paints a clear picture of industry trends and challenges.

Tracking the number of suppliers in a particular product area can tell you whether a product is hot or on its way out. When the number of mesquite grills displayed on the exhibit floor jumped this year, mesquite crossed the line from innovation to trend. When the displays of wine nitrogen replacement units increased from one in 1982 to nearly 10 this year, it became part of the mainstream. A few years ago, rumbles suggested that the salad bar was a thing of the past. A walk through the exhibit floor this year indicated it is not so. Salad bars were everywhere and in such variety that they could meet requirements of any operation.

Trends could even be discovered among long-time exhibitors. Coffee suppliers displayed a fast-expanding movement in the industry: the rise in sales of brewed decaffeinated coffee. According to coffee suppliers, foodservice sales of brewed decaffeinated coffee has increased from 15 to 30 percent in the last three years.

Computer exhibitors have been represented at the Show in large numbers for well over five years, but innovations and trends continue to surface among their ranks. It became clear this year that the computer software has matured and can offer foodservice operators the sophistication they demand. A quick survey of the exhibit floor also illustrated that the computer has permeated every segment of the industry. Innovative computerization could be seen for everything from cutting and dicing machines to beverage dispensers. But probably the most unique innovation was a computerized talking dishwasher. We'll be looking—and listening—for the talking dishwashers next year.

Tracking *how* exhibitors promote their products can be just as informational as following *what* they are selling. A close examination of the marketing claims used by suppliers at the Show can uncover a realistic list of industry concerns. "Convenient," "efficient" and "time saving" found their way into the majority of equipment sales claims. Today's "convenience" and "efficiency" claims not only focus on the chefs and cooks but also have expanded to include the dishwashers and busboys. From stoves and preparation equipment to dishwashers and mops, convenience and efficiency are strong marketing tools in an industry with high labor costs and an eye on productivity levels. "Waste control" was also at the top of the list of sales claims—not surprising in today's competitive marketplace where discounting and couponing have put a squeeze on profit margins and operators are searching for techniques to cut costs.

SHOW FLOOR

Food—the best of the old and the new

There were more than a dozen first-time specialty food exhibitors—from caviar importers to chocolate chip cookie makers.

The foods at the NRA Show were vivid, simple, natural, elegant, innovative and convenient.

Perhaps in response to America's continued commitment to health and fitness, many foods promoted their fresh, natural, simple and lite qualities. Fresh approaches, for example, were suggested for the apple—dipped in beer batter and fried, included in cole slaw and vegetable combinations, added to meatloaf in the form of applesauce and used to poach fish fillets in the form of apple cider.

Fruit and fruit juices of various kinds were a basis for many products resulting in whipped fruit juice drinks, frozen fruit whips and glaces.

Many familiar items were given a new twist. Green salad was dressed with a vinaigrette made of strawberries and honey blended with the traditional oil and vinegar. Yams were served fried with a sprinkling of sugar or raw with a vegetable dip. Even the peanut was given a more elegant look in its inclusion in a variety of haute cuisine recipes, notably snails with peanuts, and shrimp with peanut fettucini.

For those looking for imported flavor, there were pates (coarsely or finely ground), stuffed and frozen escargots and packaged mousse and souffle mixes that could be used to make the desserts simply by adding milk or water.

For those looking for a few ideas to support their main courses, there were lots of ideas—from specialty items to salads. Available salad choices included artichoke, mushroom, pasta, meat-filled tortellini, antipasta or mixed vegetables, to name a few.

There was even a solution for leftovers—keeping a trayful of frozen sauce cubes in the freezer that can be popped out and heated when needed.

One of the most unusual innovations making its debut had to be the non-dairy frozen dessert made from tofu—soy bean curd. It came in a number of flavors that ranged from vanilla and chocolate to maple walnut and wild berry.

In short, the food at the Show was a grand collection of the best of the new and the old, mirroring the consumer trend of combinations.

SHOW FLOOR

New items for catering, gourmet carryout

The rapidly growing catering, carryout and gourmet segments are beginning to find more suppliers concerned with their business. And the trend promises to continue if lifestyle predictions are correct that an increasing number of consumers are opting to enjoy high quality food items and meals in their homes—at least on an occasional basis.

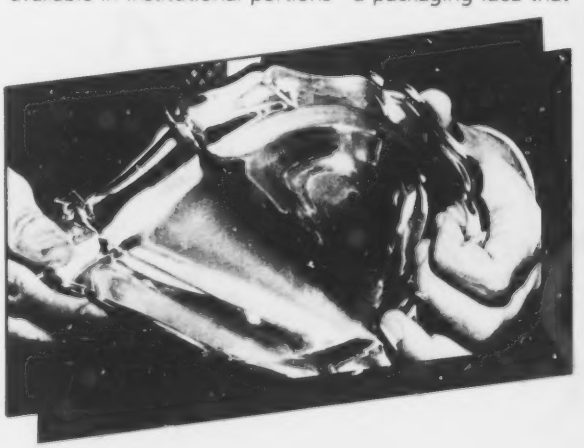
Activity on the NRA Show floor this year reflected this development—both in the numbers of exhibitors catering to the new industry needs and the volume of attendee interest.

More specialty foods . . .

In the area of specialty food items, there were more than a dozen first-time exhibitors, from caviar importers to chocolate chip cookie makers, who all mentioned that they felt the time was right for their products to be introduced to the foodservice industry. Some of the exhibitors had previously restricted their marketing efforts to specialty shows and the consumer marketplace, but they all said they were now ready to help operators spruce up their menus to cater to the quality-conscious consumer of the '80s.

One first-time exhibitor featured the French chocolate Valrhona that is available from extra bitter to white and in several different forms, including shavings and fillings. The distributor was equipped with a client list and press clippings to underscore the quality of the line.

Another first-time exhibitor also seemed to be concerned with sharing printed materials about its products: Company representatives distributed a newsletter to all those stopping at the booth. The newsletter contained recipe ideas and serving suggestions for its line of specialty oils, mustards, savories, brandied fruits and sweet sauces. Like most suppliers of condiments and other specialty items, this exhibitor had its products available in institutional portions—a packaging idea that



New silver look-alike platters were introduced at the Show. They can be bent and returned to their original shapes.

makes the items more cost-effective for large-volume purchasers, such as restaurant operators. Most suppliers also have considered distribution and mailing and easily suggested optimal methods for delivery.

Educating the Showgoer about serving possibilities seemed to be a new trend on the Show floor. One returning exhibitor, with a well-known line of pates, explained why he decided to offer menu ideas and display options. He said that in the past operators were not familiar with his product so he simply distributed samples. Now that many restaurateurs are educated about the quality of the pates, the time has come to show them how to use these items on their menus. Thus several plates of assorted pate arrangements were next to the sample trays.

Not enough packaging options . . .

There were fewer new offerings in the equipment and packaging end of the business, suggesting that caterers and carryout operators need to be more vocal about their needs. One exhibitor, who offered an attractive line of leak-proof containers with lids, only made them available in small lots of three—one half-pint, one pint and one quart containers. When asked if he could repackage his product for large volume orders, he thought for a moment and said that he had never thought of the possibility but that it could be done.

For those operators whose products lend themselves to storage or transport in pouches, there were varieties that provided a total barrier to air, moisture and odor transfer. Most of these were heat sealable, and some were ready-made for marketing as operators can afix a customized company logo unto the bag.

There were a few new serving pieces that lent themselves to the catering and carryout sectors. A highpoint was a line of metalized plastic platters that look like heirloom silver but can be bent and returned to their original shape with no damage. The platters are sturdy enough to be used a dozen times and inexpensive enough to be disposable. They come in large ovals, lazy Susans and octagonal shapes. The exhibitor suggested they can help reduce the high cost of theft.

There were recipes and serving suggestions for some of the products.

Mexican foods continue to grow in popularity.

SHOW FLOOR
Ethnic foods are here to stay

Ethnic cuisine has fast become a favorite with the American diner. Well over 30 exhibits at the Show attested to this fact.

Whether used as a vehicle to entice patrons to try new items or launched as a new corporate venture, much excitement has been generated by the addition of ethnic foods. Customers crave these products, and many companies are responding to this need by adding an ethnic line to their primarily American foodservice divisions or adding specific ethnic items to the restaurant menu.

Mexican . . .

A walk around the Show floor seemed to indicate the predominance of Mexican cuisine. Everything from cheddar cheese sauce and guacamole dip to tacos, jalapeno peppers and salsa won the affection of Showgoers from all segments of the industry.

For the operator that wanted to add an entire array of Mexican products to his foodservice operation, there were companies that offered advice on how to begin.

Two large American foodservice corporations that recently acquired Mexican lines have produced brochures, flyers, table tents and cookbooks that espouse the many advantages of serving Mexican cuisine. One company even introduced its Mexican line at the Show by serving tacos to interested Showgoers at the rate of 8,000 per day.

A benefit of Mexican food is its low cost. One company that is banking on this important point compared Mexican food costs with other types of cuisine to demonstrate its cost-effectiveness.

Another company that traditionally catered to the Hispanic community has expanded its line to cater to the new American fondness for tortilla chips, salsa and guacamole. Operators were able to sample these products to learn that Mexican food is the same food they have always eaten, just put together differently. The company also convinced attendees that Mexican food need not be hot or spicy. Newly developed sauces are labeled hot, medium and mild for those with timid tastebuds.

And, Showgoers interested in adding an ethnic item to their operations, but can't decide which one, can try Mexican lasagna—a marriage of two popular cuisines.

Italian . . .

Satisfying the desire for Italian food is not an easy task. Unlike the marketing efforts of Mexican food companies where customer acceptance is very important, Italian food companies are dealing with a different set of givens. They already have the customers. Their problem is how to keep them with the myriad of new items that continually appear on the market.

The Show floor was chockfull of answers. Attendees were able to watch pasta cooking demonstrations from an Italian company that markets a machine run by one person that makes pasta, keeps it warm and heats sauces—all in 10 minutes.

One company has launched a line of frozen Italian entrees that can easily be added to any menu or foodservice operation. With a keen eye to future customer demands, no salt and low-sodium entrees were also available.

And if pasta was all a Showgoer wanted, exhibitors provided a choice of freshly made or frozen, white or green, thin or fat, squiggly or straight.

Oriental . . .

Attendees learned that customers don't have to visit a Chinese restaurant to enjoy traditional Chinese fare. One exhibitor produces everything necessary to serve these foods in any operation from such staples as won ton soup and egg rolls to entire dinners and banquet trays with all the trimmings.

Despite its centuries old origin, sushi—a Japanese food consisting of rice and raw fish in a seaweed wrapping—made its debut this year at the Show. A frozen seafood distributor used it with a twist to creatively get people to sample its products, substituting cooked shrimp for the raw product. The idea was a tremendous hit.

Japanese sushi made its debut this year at the Show.

Greek . . .

Perhaps the newest ethnic food to gain attention with American diners and foodservice operators is the Greek gyro stuffed in pita bread, garnished with tomato and onion and topped with a blend of yogurt, sour cream and fresh cucumber bits.

Showgoers eager to add variety to their selections discovered that this item is extremely versatile. It goes with any type of foodservice and appeals to a customer's sense of adventure.

In addition to the gyros, exhibitors offered a wide range of Greek foods from appetizers, such as spanakopita (a feta cheese spinach pie), to deples (crisped rolled egg pastry, dipped in honey and cinnamon) for dessert. Many of these specialties are fully cooked and frozen, cutting operator prep time.

Marketing menu additions . . .

For the operator who is not ready to add an entire section of ethnic dishes but desires to spice up his offerings, there are still plenty of ways to do so.

Often seasonings, sauces or the addition of one or two items can transform a dish and give it an ethnic flair. Some Show exhibitors demonstrated how this can be done.

At one booth Showgoers were able to choose from different recipe cards that showed how different uses of cheese and eggs can turn a typical meal into an ethnic treat.

At other booths, exhibitors displayed packets of seasonings that could add an exotic flavor to chicken, chili or vegetable dishes.

EDUCATIONAL SESSIONS
The wit and wisdom of Wayne Dyer

How can you change your attitude toward living? How can you be happy? How can you achieve any goal you set for yourself?

"Just do it," demanded Dr. Wayne Dyer, psychotherapist and best-selling author of *Your Erroneous Zones*, *Pulling Your Own Strings* and *The Sky's the Limit*.

Dyer presented these views during a special two-and-one-half-hour program that was chockfull of insight for living the life you choose for yourself.

"You become what you think about all day; and if you view yourself negatively, then that is how the rest of the world will see you," Dyer emphatically stated to the standing-room-only audience.

Dyer's philosophy of living can be directly related to employee training as well.

"Don't expect an employee to learn something by watching," he said. "A person must actually perform a task himself to fully understand how it should be done.

"If an employee is continually told that he isn't doing something correctly, he will believe it and never perform satisfactorily."

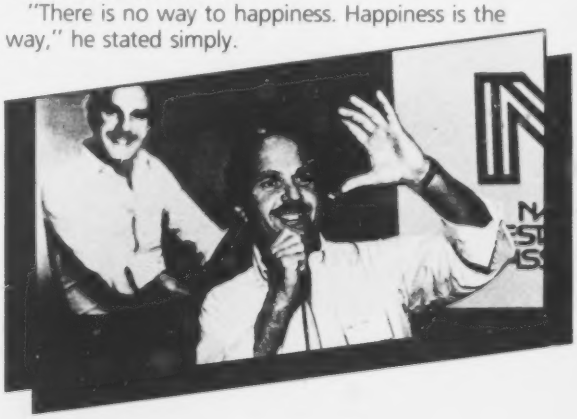
Dyer also cautioned the audience to look inward for success and happiness and not to look for it in the workplace. "If you think you can get success out of your restaurant," he warned, "it will never happen. You'll always want more, and your life will become one of striving."

"I want to give you some statistics," he continued. "If 100 people are monitored for 40 years—until age 65, one person will be independently wealthly, four will be well-to-do, 40 will be getting along but will need some type of financial help, and 55 people will be broke.

"How could this happen?" he rhetorically asked. "People think in ways that don't allow them to become wealthy. You must change the picture in your mind. Be positive. If you picture a situation, then that picture can become a reality."

"Let success and happiness chase you," Dyer told the audience. "Stop looking to the external environment as a source of fulfillment."

"There is no way to happiness. Happiness is the way," he stated simply.



"Let success and happiness chase you," advised Wayne Dyer.

EDUCATIONAL SESSIONS

The one-minute manager

"Your employees are your most important assets," declared Ken Blanchard, Ph.D. author of the best-selling *One-Minute Manager* and its exciting sequel, *Putting the One-Minute Manager to Work*, but they don't believe it and neither do you."

Then Blanchard noted, "The most popular form of management today is for managers to say nothing when an employee does something right and to reprimand an employee when he does something wrong. That is why so many employees are non-productive."

A gradual murmur moved through the audience as attendees identified with Blanchard's examples of management inconsistency.

Blanchard did more than identify the problems, however. He also offered a solution—a tool for improving employee performance, called the "ABC's of Management."

Participants listened intently to industry leaders and management experts in the seminars, theaters and clinics.

There are three parts to the ABC's of Management: activator, behavior and consequence.

Activator is a term used to describe what a manager does before a task can be accomplished. This involves setting goals that are specific and realistic to enable employees to know what is expected of them.

Behavior refers to an employee's performance after the goal is set. Behavior must be observable and measurable and can cover a wide range of activities from writing reports to making mistakes.

Behaviors lead to consequences, Blanchard's third step of management. This term refers to the way a manager reacts after employees have accomplished or attempted to accomplish a goal. Consequences can include praising or reprimanding but must occur immediately after the behavior is performed to have the intended effect.

To add lightness to an information-packed program, Blanchard related conversations he has had with hundreds of managers and employees that depict the kind of behavior he believes is prevalent in American management today.

Ken Blanchard discussed his ABCs of Management.

NRA Member Reid Ashton reviewed items for his fine dining establishment.

NRA members bring shopping lists to the show

Whether it's a tomato slicer for their chef or a donut machine for their customers, most NRA members take home at least one new product lead or idea from the NRA Show. Often the product is one they have deliberately added to their list of "must see" items. But sometimes there is something unexpected that catches—and holds—their attention.

This year that something extra for Fred Eberhardt owner of Eberhardt's Inn in Richmond, MI, was an oil extender that can stretch the life of frying oil about 15 times and a new coffee grinder that cuts coffee rather than grinds it. Eberhardt chanced upon the coffee grinder during his search through the exhibit floors, but he heard about the oil extender on a shuttle bus trip to his hotel. The next day he went to the booth to get more details.

For most Show attendees the exhibit floor is not for casual browsing. More than 6,100 products exhibited on three floors is enough to overwhelm even the most organized shopper. Tom Martin, director of clubhouse operations for the Wellington Club in West Palm Beach, FL, quickly learned that the browsing approach is not the most productive. Now he makes himself an agenda of things to do and see, and then covers every inch of the exhibit area with his agenda in hand. It's an approach that made it easy for Martin to look for pressure cleaners and hot dog cookers and a lemon wedger requested by his chef.

What's so special about shopping at the Show? "It's so much easier to compare products when they are side by side," says Reid Ashton, president of The Golden Mushroom in Southfield, MI. Ashton, who has been going to the NRA Show for several years, usually looks for ideas for his fine dining establishment. This year he also went to shop for items for the cocktail lounge he is opening in a shopping center and to iron out some problems with his electronic cash register system. Ashton reviewed liquor pour systems, wine display and merchandising units and new china patterns. He solved his computer problem by talking it over with the company representative. And he was intrigued by a glass etcher that could be used to customize glasses for special occasions or regular customers.

Hubert Oberst, president of Dupar's Restaurant, a family-style restaurant chain in Encino, CA, agrees that the show was a success. It's not every year that some new item is developed and stirs up excitement, he adds, but there are ideas to be picked up here and there. This year's ideas included a round salad bar and new salad dressings. "From beginning to end the Show was exciting," he says, summing up the feeling for most Show attendees.

8 Congressmen see the Show

Among the thousands of visitors that thronged the NRA Show this year were eight congressmen, all members of the House Travel and Tourism Caucus. They sampled freshly baked bread and new potato products, inspected the latest in computer software; attended new product demonstrations, participated in an NRA political education forum and dined in some of Chicago's finest restaurants.

Like many first-time Show-goers, they were struck by the size and diversity of the industry, and they expressed a desire to return again. Best of all, they carried back to Washington a greater understanding of the restaurant business.

"The NRA's trade show was the best I've ever attended. It was also the most interesting and informative," remarked Rep. Toby Roth (R-WI). "I thought the exhibits were spectacular," said Rep. Don Ritter (R-PA). "After looking at the trade show, I realized for the first time what a powerful force the restaurant industry is to our economy," he continued.

"It was truly a worthwhile opportunity for us to learn about a major American industry and for the National Restaurant Association to learn more about Congress," summed up Rep. Donald Pease (D-OH).

In addition to Reps. Roth, Ritter and Pease, Caucus Chairman Bill Boner (D-TN), Vice Chairman Robert Badham (R-CA), and Reps. Norman Lent (R-NY), Mickey Leland (D-TX) and Daniel Akaka (D-HI) were NRA's guests during two days of the Show. The congressmen met with NRA Board members, briefed the NRA's Political Education Committee on the activities of the caucus and dined with restaurant association executives from their states.

The eight caucus members were the first organized delegation from Capitol Hill to attend the NRA Show. Judging from their comments, it was a resounding success.

- "Not only did we thoroughly enjoy our visit to the Show, but more importantly this event offered us a valuable opportunity to broaden our understanding of issues of vital importance to the travel and tourism industry." —Rep. Daniel Akaka.
- "I was pleased to see such a prestigious organization recognizing the distinct need in our economic system to develop closer communications and ties with political leaders."—Rep. Robert Badham.
- "I thank the association for including the Travel and Tourism Caucus in its plans. I hope the NRA will continue to work on similar political education programs." —Rep. Bill Boner.
- "I was very pleased that I was able to attend the Show. I think it's a wonderful idea that the association is keeping in touch with members of Congress and other elected officials." —Rep. Mickey Leland.
- "It was one of the best organized and finest run conferences I have ever attended. NRA's Show goes down in my book as a truly memorable experience." —Rep. Norman Lent.

Congressmen enjoy their first visit to the NRA Show. Here they are talking to an exhibitor at the Hobart Corporation booth.

Press leaves Show with stories

Approximately 450 members of the consumer and trade press also attended the NRA Show. And 66 turned out for a press conference on NRA's Alcohol Awareness Program held on the second day of the Show.

"Some of these people write for the wires. Their stories are picked up by hundreds of daily papers and radio stations all over the country. Four TV networks also covered our activities. In effect, a large segment of the national population is learning about our industry each year during the NRA Show," says Harris "Bud" Rusitzky, chairman of NRA's Communications Committee.

These media reps are largely interested in new trends in foodservice. This year NRA staff guided them to booths displaying sushi, tacos and "lite" potatoes; pasta machines, carryout supplies and computer systems; and new restaurant furniture, lighting systems and restaurant signs—anything that showed responsible, new developments in our industry.

The NRA staff also arranged three press conferences for the media. Results of new NRA research on demographics were released. Later that day, the association's new officiers discussed their plans for the year. The largest crowd attended a briefing on the industry's response to drunk driving.

Microphones from five broadcast systems were attached to the podium, and three TV crews filled the press room. Outgoing President Joe R. Lee outlined NRA's programs for consumer education, server trainer and reexamination of alcoholic beverage service practices.

"No action on the part of foodservice operators alone can resolve the problem of drunk driving," Lee told the crowded room. "Restaurants and taverns dispense only one quarter of the alcoholic beverages consumed in the United States. But we believe we can and should help. We are joining with other organizations and individuals across the country in doing our part to clear streets and highways of intoxicated drivers."

Lee's message made headlines. The media told readers and viewers everywhere that foodservice operators were taking action to help reduce drunk driving.

Annually, NRA contacts, press releases and press conferences generate 4,500 articles on the foodservice industry. Twenty percent of these stories originate at the NRA Show.

Outgoing NRA Chairman and President Joe Lee introduces NRA's Alcohol Awareness Program at a press conference.

The Main Course
Industry spotlight on health and fitness

Each year several thousand people put on their running shoes and head to Chicago's lakefront. Half of these runners are NRA Show participants; the other half are Chicago-area residents who come to take part in the "most hospitable race." Besides the thrill of competition and the prizes, The Main Course is a valuable industry public relations tool. It underscores the foodservice industry's commitment to health and fitness.

Two Chicago-area residents led *The Main Course* runners to the finish line: Dan Riley of Niles and Betty Johnny of Chicago came in first in the overall men's and women's divisions, clocking in at 31:25 and 37:48, respectively.

Introducing

AMERICA'S MASTER CHEFS

Ferdinand Metz

Hartmut Handke

Richard Schneider

by Carol Caprione

There are 15 Certified Master Chefs (CMC) in the United States. This designation, acknowledged worldwide, represents the highest recognition a professional chef can attain. Europe, which has been implementing the master certification program for over half a century, has thousands of Certified Master Chefs. But the United States is a newcomer on the scene—first offering the title in 1981.

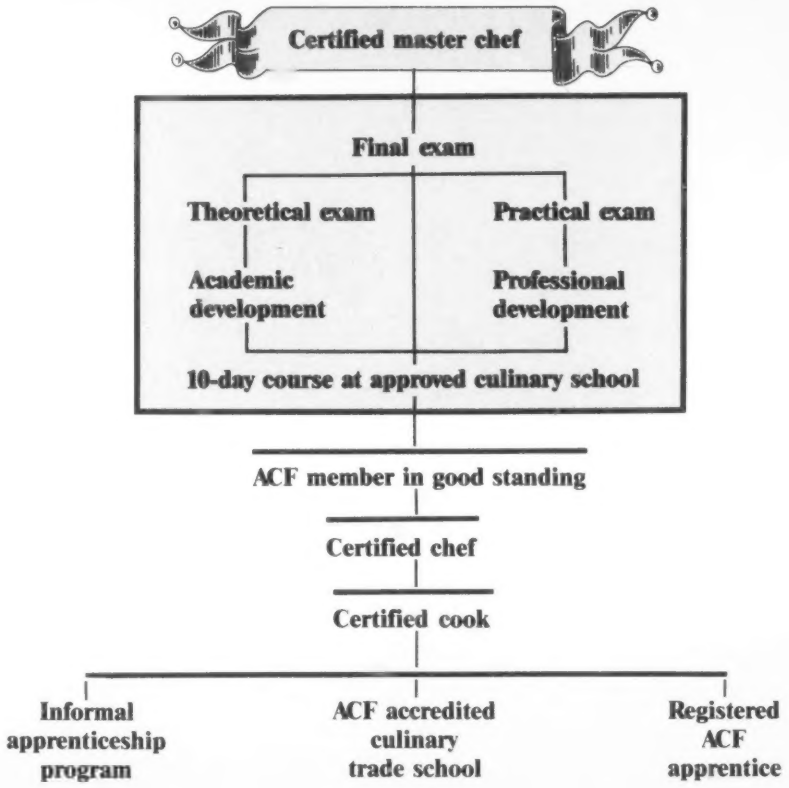
Who are America's 15 Certified Master Chefs? . . .

The 15 CMCs are highly trained individuals who are deeply dedicated to their profession. They range in age from 36-year-old **Anthony C. Seta,** director of food, Mother's Restaurants Limited in Burlington, Ontario, Canada with United States franchises, to 58-year-old **Leopold K. Schaeli,** corporate executive chef, Harris O. Machus Enterprises, Inc., Birmingham, MI.

The other 13 Certified Master Chefs are

- **Byron J. Bardy**
  Manager, new products
  research and development-USA
  Division of H.J. Heinz Co.
  Pittsburgh, PA
- **Heiko C. Bendixen**
  Executive chef
  Casino Hotel
  Bally's Park Place
  Atlantic City, NJ
- **Milos Cihelka**
  Executive master chef
  The Golden Mushroom
  Southfield, MI
- **Dieter H. Doppelfeld**
  Chef-instructor
  Anchorage Community College
  Anchorage, AK
- **Bruno Ellmer**
  Chef-instructor
  Culinary Institute of America
  Hyde Park, NY
- **Anton Flory**
  Executive chef
  The Topnotch Dining Room
  Stowe, VT
- **Hartmut Handke**
  Chef de cuisine
  Athletic Club of Columbus
  Columbus, OH
- **Roland Henin**
  Chef-instructor
  Culinary Institute of America
  Hyde Park, NY
- **Dieter H. Kiessling**
  Executive master chef
  Pinehurst Country Club
  Denver, CO
- **Ferdinand E. Metz**
  President
  Culinary Institute of America
  Hyde Park, NY
- **Moshe Nograd**
  Curriculum director and
  dean of faculty
  Johnson & Wales College
  Providence, RI
- **Richard E. Schneider**
  Chef de cuisine
  Silver Lake Inn
  Clementon, NJ
- **Fritz Sonnenschmidt**
  Educational department head
  Culinary Institute of America
  Hyde Park, NY

Career Ladder for Master Chef Certification



The Certified Master Chef (CMC) program is one more important step in giving American chefs long overdue recognition. As little as 20 years ago, Americans did not know the difference between a cook and a chef and considered food preparation to be a lowly profession. Today, the title and image of chef enjoy a much higher status, thanks to the CMC program as well as increasingly gifted graduates of culinary schools and the first-rate showing of the American Culinary Team at the 1980 International Culinary Competition.

Only three CMCs are American trained: Bardy, Seta and Schneider. Six received their training in Germany: Bendixen, Doppelfeld, Handke, Kiessling, Metz and Sonnenschmidt. Two—Ellmer and Flory—received their training in Australia. Other countries represented include: Czechoslovakia—Cihelka, France—Henin, Israel—Nograd, Switzerland—Schaeli.

Thirteen went through the CMC examinations in this country. Two—Bendixen and Nograd—received master certification in Europe and were accepted as part of the U.S.-European reciprocal program.

The professional interests of the group vary. Seven CMCs are culinary instructors. Four—Ellmer, Henin, Metz, Sonnenschmidt—teach at the Culinary Institute of America (CIA) in Hyde Park, NY. Anchorage Community College in Anchorage, AK, claims one CMC—Doppelfeld—as does Johnson and Wales College in Providence, RI—Nograd. Bardy teaches part-time at Allegheny Community College in Pittsburgh.

Six are executive chefs—Bendixen, Cihelka, Flory, Handke, Kiessling and Schaeli—at establishments that range from white tablecloth restaurants to country clubs, athletic clubs and hotels.

The remaining three—Bardy, Schneider and Seta—are, respectively, manager of new products research and development; owner and chef de cuisine of his own restaurant; and director of food.

Three have authored books on food topics—Henin, Metz and Sonnenschmidt.

Three are members of this year's U.S. Culinary Team: Schneider, who is captain of the team; Metz, who is team manager and Handke, who is a regional team member. Two more will be in Frankfurt in October for the International Culinary Competition: Cihelka and Kiessling. Six have won medals for the U.S. in the past—Cihelka, Ellmer, Handke, Metz, Schneider and Sonnenschmidt. And at least one has his eyes on future competitions: Seta.

Handke received a judges' special award for his cold food display at the 14th Annual Culinary Arts Salon held during this year's NRA Show. His seafood, vegetable, hors d'oeuvre and meat platters were recognized as the "Best Piece of the Show."

What is the Master Chef Certification program? . . .

Master Chef Certification represents the most rigorous testing a professional chef can obtain. Ferdinand Metz, president of the Culinary Institute of America (CIA) in Hyde Park, NY, was instrumental in developing the MCC program. "When I was charged with the task of developing an MCC program, I went to very logical sources—primarily my brother and my father who are both CMCs in Europe. From them, my training in Europe and my travels, I was able to compile a comprehensive program. The U.S. program had to be more stringent and more comprehensive than its foreign counterparts because America is comprised of a combination of almost every nation whereas in Europe most chefs focus on classical cuisine with a bit of regional cooking. It was my intention to establish a program that would have integrity and would be mutually recognized under the reciprocal arrangement with any nation in Europe. That was achieved."

Each candidate for MCC is a certified executive chef with many years of experience in the world of food.

MASTER

Fritz Sonnenschmidt

Milos Cihelka

Bruno Ellmer

Candidates for Master Chef Certification enroll in the American Culinary Federation's intensive 10-day program held at the Culinary Institute of America in Hyde Park, N.Y., and complete the required course load. The topics covered include

1. American cuisine
2. International cuisine
3. Classical cuisine
4. Baking/pastry/patisserie
5. Dietary cooking/nutrition
6. Tableside cooking
7. Cold buffet preparation
8. Food science
9. Menu development
10. Managerial development
11. Beverage control and service and
12. Dining room service and supervision

Once the course load is completed, all candidates are required to pass theoretical and practical examinations.

In addition to their time, chefs invest nearly $2,000 in tuition, fees, materials and living expenses. "I thought the $150 book fee was high, but when I received the case of books, I saw it was worth it," says Kiessling. "Yes," agrees Doppelfeld, "I studied intensively for four months, concentrating on areas where I felt weak and glancing over confident ground. Prior to the test, I enrolled in an intensive, double-loaded, eight-week course at CIA. Instead of studying eight hours a day, I studied 16," he says. Handke spent six months in preparation. "I awoke every morning and studied in the quiet of my office from 5:00 a.m. to 7:00 a.m. I also worked a lot of Saturdays and Sundays. It was a trying time for me and for my whole family who, although they didn't see much of me, supported my efforts," Handke maintains.

How many candidates pass the exam? . . .

After a lifetime of preparation and months of intensive study, the chefs underwent the examinations. Beginning at 7:00 a.m. and ending at 9:00 p.m., candidates performed under the constant, watchful eye of judges and students. The pressure to prepare food at the exact time specified made burnout inevitable for some candidates who departed before the program's completion. The success rate has been a discouragingly low 45 percent. "You have to be in top mental and physical shape at the onset. Afterwards, I felt emotionally drained," admits Handke. "The program involves a lot of anxiety, but challenge, the very thing that most chefs thrive on, is there," explains Seta. Henin agrees, "The testing has to be as tough and intensive as it is because a chef must work well under pressure. If you can't, then you're not a master."

"A lot of people can talk a good cookbook. It's like talking good football. When you're on the field, it's a different game. The examinations boil down to the performance itself," observes Kiessling. Metz agrees. "Once you start cooking, nothing else will help you. It's simply what you produce. It no longer matters who you are, what you are, where you come from or what you've done in the past. It means nothing because you are being judged by what you present to the judges."

Every CMC says that the program was worth all the effort and that if he had not succeeded, he would have definitely tried again.

Why bother to become a CMC? . . .

What is it that makes successful, well-reputed professionals subject themselves to this kind of rigorous testing? The chefs answered that advancing the profession is important and that the challenge of the program appealed to them. Wanting to know that they are among the very best—here and abroad—also was a strong motivator as was setting an example for students and peers.

And where does the drive come from? Love of the profession the master chefs maintain. Bendixen elaborates: "Love of the culinary art is a must for anybody who comes into the profession. You can't look at it as just a job. You must have the dedication and love of the profession. Only if you love and enjoy this profession will you be good at it."

Aside from the great honor attached to being classified as the best, the MCC also includes privileges, rewards and responsibilities.

The privileges include being recognized as a top professional in the culinary field, assuming a professional leadership role and upgrading culinary standards.

In addition, the Master Chef certification can be displayed in the place of business or embossed on stationery, business cards, plaques and other similarly recognized materials.

More tangible rewards include job offers, raises, promotions and publicity. "There was quite a bit of publicity, and now it's easier to find good apprentices to work for me," reports Handke.

Many chefs also said that the Master Chef certification brought status to their establishments and provided inspiration to others. "It showed stu-

CHEFS

Anton Flory

Dieter Doppelfeld

Leopold Schaell

Byron Bardy, Jr.

Anthony Seta

dents what they could strive for," says Doppelfeld.

The title has its responsibilities, too. Once granted Master Chef certification, chefs administer future examinations to guarantee quality control. Other responsibilities include

- maintaining and upgrading the high standards of the culinary arts
- representing the profession outside the industry and
- supporting the American Culinary Foundation (ACF) by lecturing, teaching ACF apprentices and serving as judges for national and international food competitions.

What is the next challenge? . . .

To become a CMC is a chef's ultimate goal. It is the highest honor the profession can bestow. ***NRA NEWS*** asked what the chefs hoped to achieve in the future. They answered that the challenge is now to live up to their reputations, to continue learning and to pass their knowledge on to other chefs.

"To continue to produce excellent dishes and to put Detroit on the culinary map. Many people don't realize that Detroit has a number of excellent restaurants," states Cihelka.

"I'm presently developing a program that will house 12 to 14 apprentices over a three-year training period," says Bardy.

"I'm considering a six-month sabattical in Japan. I think I'd learn a lot about the finer points of delicacy from the Japanese. Also, sea-farming is something I'd like to look into," replies Henin.

The International Culinary Competition, often called the "culinary olympics," play a big part in the future of some CMCs. "My goals were to be a CMC and captain of the culinary olympics. I've achieved those goals and I'll find another one," states Schneider. "I want to be a member of the 1988 U.S. Culinary Olympic Team," says Handke. Seta agrees that he, too, would like to be involved in the culinary olympics at the some point in the future.

What does the CMC program mean to the industry? . . .

All of the CMCs agree that the program helps raise the image of the chef and that it is a much-needed goal for young people to work toward. Many chefs are confident that the day will come when all chefs who have apprentices working under them will be master chefs. This, they add, will ensure that proper foundations are set in young chefs.

"When I came to this country in 1962, anybody could put on a white hat and claim to be a chef," remarks Metz. No one could dispute it. Foodservice at that time was in sad, sad shape. Today it has improved tremendously. Almost 100 percent of the thousands of students CIA graduates every year have Master Chef certification as their ultimate goal. When they achieve this goal, it will tell them something about themselves, and it will also tell the outside world about them. Becoming a CMC is a culmination of years of experience, which add up to quality, expertise, professionalism and recognition.

"The Master Chef certification program is still in its infancy in the U.S. Relatively few people outside of the industry have ever heard of it. Once it becomes more widely known—and it will be—the public will render the title of CMC its just respect and admiration. When that happens the entire foodservice industry will benefit."

Why not invite a Master Chef to dinner?

Along with the publicity and prestige, a CMC has to face something that's hard to swallow—reduced dinner invitations.

"It's even gotten to the point where my mother is afraid to cook for me," laments Seta.

Sonnenschmidt feels this, too, but says it needn't be. "I think people are reluctant to invite any professional chef to dinner. One of the biggest falacies is that a chef is so sophisticated that he will look down upon food that is cooked by a homemaker. Very often I feel it necessary to explain, 'I cook with water, too.' Actually, I could survive on home-fried potatoes and salad."

Nograd heartily agrees. "You ask any of the famous chefs; they will tell you that they are all simple eaters," he says. "You can make a chef happy with a fine sandwich made simply and without any decorations. Famous chefs are not necessarily finicky people. They don't have seven-course dinners every day, and they don't eat with golden spoons."

Ellmer supports this by adding, "My wife and I eat normal, pure, unadulterated food. Fancy food? If you have good, normal, unadulterated food, it is fancy by itself. I know the fruit in my garden hasn't been sprayed day and night. I go out and eat my peaches, strawberries, pears, grapes, plums and gooseberries. I think I'm Adam in the Garden of Eden."

Study Group Meetings

LABOR RELATIONS
July 18–19
Washington, DC

INTERNAL AUDIT
September 4–7
Boston, MA

FINANCIAL OFFICERS
September 5–7
Boston, MA

TAX EXECUTIVES
September 5–7
Boston, MA

MARKET RESEARCH
September 19–21
Portland, OR

MARKETING EXECUTIVES
October 14–17
Chicago, IL

ELECTRONIC DATA PROCESSING
October 16–19
Toronto, Canada

PURCHASING MANAGERS
October 17–19
Orlando, FL

For more information call Phil Kralovec, NRA Chicago Office (312) 853-2525

It is well established in contemporary business organizations that the written word, be it in memo, letter, report, proposal or project form, is expressed at a higher and more formal level of English than ordinary everyday conversation. Most of the reasons for this, at least on the part of the writer, are defensive. For example, the writer, with his/her name on the document, is held to a higher level of accountability for the content of the document than someone who expresses "off-the-cuff" verbal comments or reactions, since, presumably, more careful and deliberate thought goes in to committing something to paper.

> ***"In written communication, one needs to read behind the lines and between the lines, as well as on the line, to deduce the real meaning of the message."***

This gives rise to some interesting speculation as to what a person really means when relatively simple statements are transformed into "bureaucratese." Here are some examples that you may recognize. The written (formal) statement appears first; the possible hidden meaning follows.

1. We entered the data into the computer, but we don't have the results yet. (We've got analysis paralysis. I don't know when I can decipher the results.)
2. It's in process. (We're all tied up. The process is delaying progress.)
3. We're going to have to negotiate. (We'll have to bash heads if minds are going to meet.)
4. See me ASAP. (Come down to my office now. I'm all caught up, and I'm looking for something to do.)
5. We're researching it. (We've got the conclusion we want. Now we have to select and arrange the right data to support it.)
6. Please initial and route to the next person listed. (We have to spread the responsibility for this.)
7. I'll look into it. (I hope you'll forget about it in a few days.)
8. It's under consideration. (I never heard of it.)
9. We're actively pursuing it. (We're searching our files to see if we can find it.)
10. Can you clarify your points? (You've given us so much background that the foreground is indistinguishable from the underground.)
11. Let's discuss! (I think you are as confused as I am.)
12. It's moving through channels. (Not everyone has had a chance to write a memo on it.)
13. We'd appreciate your thoughts on this. (It's O.K. to talk to us, but we've already made the decision.)
14. I'll get back to you shortly. (When I figure it out, I'll let you know.)
15. We've assigned a task force to study it. (We found out it couldn't be handled by one telephone call.)
16. It's an eye for an eye and a tooth for a tooth. (If that's the way they want to play, we'll match 'em a lie for a lie and a truth for a truth.)
17. We'll see if we can expedite it. (The boss is out of town, and I'll see if I can slip it through.)
18. We better have a meeting of all interested parties. (Mass confusion abounds. We better get the master minds together.)
19. Can you give us any more information? (We lost what you gave us. Please send us another copy.)
20. Why don't you re-think it and get back to me. (This is the dumbest idea I've ever heard. If you press it, be prepared for the consequences.)

Fisher's 53rd law springs to the fore: *In written communication, one needs to read behind the lines and between the lines, as well as on the line, to deduce the real meaning of the message.*

TO YOUR HEALTH

Growing interest in food safety and sulfites

by Karen Sherwood, R.D.

Public interest in wholesome and safe food is receiving increasing attention from government, consumer groups and the food service industry.

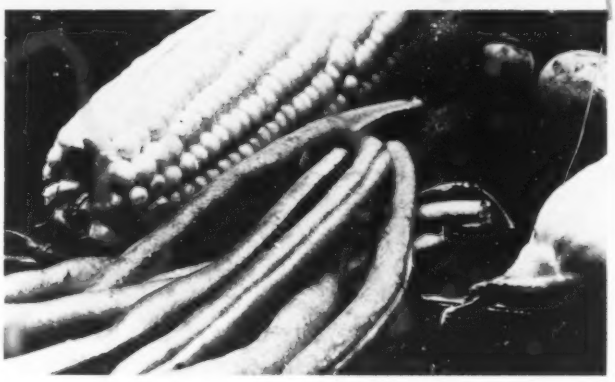
Many families first "discover" health and nutrition information when some family member has a health-related event. Development of a specific ingredient allergy is one example. Once an event of this sort takes place, health and nutrition interest tends to broaden, and word of mouth spreads the information beyond the immediate family.

Such a pattern has developed in the sulfite issue. Thus restaurant patrons may be bringing sulfite questions and concerns to restaurateurs.

Background on the sulfite issue . . .

In February 1983, NRA sent an Action Letter to its members suggesting that they discontinue the use of sulfiting agents, particularly sodium bisulfite, until its safety had been established by the Food and Drug Administration (FDA). During the course of a review by FDA, it had become apparent that sulfiting agents may present a health hazard for some people.

Sulfiting agents include sulfur dioxide and several forms of inorganic sulfites, such as potassium bisulfite, potassium metabisulfite, sodium bisulfite, sodium metabisulfite and sodium sulfite. Sulfiting agents are currently listed in the code of federal regulations as Generally Regarded As Safe (GRAS) provided that they are not used in meats, milk or other foods recognized as a source of thiamine (Vitamin B_1).



Sulfite resolutions

The NRA Board of Directors voted in May to continue to oppose labeling requirements for restaurants, approving three resolutions that came out of an NRA food additives task force meeting in April.

The Board decided that NRA will work with Congress, the Food and Drug Administration (FDA) and other interested parties to establish allowable standards for food additives.

But, said the Board, "Because there is no practical method for restaurateurs to determine the presence or absence of food additives in products received by them, and, because a label or sign could create misconceptions and misinformation, we continue to oppose labeling requirements at the retail level."

The Board also agreed that NRA members should try to determine if sulfiting agents are present in foods sold in their establishments and be prepared to respond to questions from consumers concerning the presence of these agents in menu items. In addition, NRA should encourage suppliers to identify products which contain sulfites, the Board said.

NRA plans to develop materials for individuals sensitive to sulfiting agents, advising them to inquire about additives in foods before ordering. These materials will be distributed to appropriate physicians and be given to potentially sensitive patients.

The Board's action was in response to public debate concerning the safety of sulfiting agents. The chemicals have been used by the food industry as a preservative in prepared products, and they have been added by foodservice operators to fresh foods, such as lettuce, potatoes and seafood, to retard browning.

Sulfites allegedly cause severe reactions—even death—among certain people. FDA is analyzing data from reported cases of reactions and may act later this year to curtail the use of the preservative. Until FDA acts, NRA continues to recommend against adding sulfites to foods prepared in restaurants.

Sulfite uses . . .

Sulfiting agents are used to eliminate bacteria; to aid in preserving the freshness, brightness and storage life of foods; and to prevent browning.

One type of browning is non-enzymatic, consisting of diverse, complex chemical reactions that commonly involve the formation of chemical intermediates and brown pigments. Sulfites can be used to control non-enzymatic browning because of their ability to react with the chemical intermediates to prevent the reaction from occurring. Examples of foods where non-enzymatic browning occurs are dehydrated potatoes, fruit juices and drinks.

The anti-oxidative effect of sulfites is also responsible for inhibition of various types of browning and prevents oxidation of fats and vitamins, which generate off-flavors. Many foods that are processed and packaged may utilize sulfites to prevent oxidation. Sulfites also have been used in salad bars to prevent browning of fruits and vegetables.

Sulfites play crucial roles in the inhibition of bacteria in several food processes, such as wine making, corn steeping to facilitate re-

moval of corn starch and fruit juice production.

Sulfites are widely used as reducing agents in the baking industry. In these products sulfites act by breaking the chemical bonds in the gluten fraction of the dough. This allows for a finer texture and a better baked product. Examples of baked goods using this process are biscuits, crackers, cookies and frozen pizza doughs and pie crusts.

Sulfites also have bleaching properties. The major application of this property is in the production of maraschino cherries and glace fruit products. The color uniformity and translucency of orange, lemon, grapefruit and citron peels is improved in storage in a sulfite brine.

Many other applications of sulfites fall into the category of processing aids—a category that is difficult to define.

Sulfites have been used for all these purposes in food for years. However, a health issue brought sulfites to public and industry attention. According to anecdotal reports to FDA, there was some consumer reaction to sulfite use in foods, especially among the asthmatic population.

A review of the literature on sulfites . . .

A review of the literature on sulfites does raise a number of questions:

1. **How many people are sensitive to sulfites?** There is potentially a small segment of the population that may be sensitive to sulfites. The number of asthmatics with sulfite sensitivity remains unknown.

On the basis of a survey of 61 asthmatics in 1982, it has been estimated that 8.2 percent of all asthmatics (740,000) may be sensitive to sulfiting agents.

There has been no testing of non-asthmatic individuals. FDA has stated it has received anecdotal information on sulfite sensitivity in non-asthmatics—but thus far no recognized scientific study has dealt with non-asthmatic individuals' reactions tc sulfiting agents. It is therefore not possible to know the full extent of consumer sensitivity.

2. **Is sulfite sensitivity the same for all individuals?** There may be more than one type of sulfite sensitivity. For example, there are apparently two populations of sulfite-sensitive asthmatics: those who react to inhaled sulfites released from acidic beverages and those who react to ingestion of inorganic sulfites. The reaction of each group appears to be very different.

3. **How much sulfite do various foods contain?** There is very little data concerning the levels of sulfites in particular food products and processing treatments. Potatoes, for example, which depend upon processing and treatment techniques, seem to have a wide variation in sulfite levels and residues.

4. **Have hypersensitive individuals been tested with food items?**

In all the scientific literature, testing of individuals was done with inorganic sulfite preparations—not food items. It is known that the chemical composition of sulfites can change in food processing, storage, cooking and digestion. The body can react very differently to sulfites in food versus sulfites in capsule form.

There is current research in progress that is seeking to fill in the gap. For the first time sulfite sensitivity in asthmatics is being tested by using food items that have been treated with sulfites. The foods being used are white grape juice, dried apricots, dehydrated potatoes, shrimp and lettuce as it would have been prepared for a salad bar.

Preliminary results may be available in November. A target date for study completion and release of results is late 1985 or early 1986.

Substitutes for sulfites are limited . . .

A substitute for sulfiting agents that possesses all of the desirable properties of this group of food additives seems unlikely. Replacements for *each* of the individual properties provided by the sulfiting agents might be identified, but this could result in a greater number of food additives.

Despite these difficulties, NRA continues to recommend that restaurateurs not use sulfiting agents. Many operators have turned to some form of ascorbic or citric acid. Although it is not as effective nor universally applicable as the sulfites, it does seem to be replacing sulfites in restaurant kitchens.

Harris poll surveys consumers about food safety issues

Earlier this year, the Food Marketing Institute (FMI) sponsored a Louis Harris survey inquiring into "Public Attitudes Toward Food Safety."

The survey probed attitudes toward six specific food substances. As the table below illustrates, the public was most concerned about residues.

	Serious hazard	Somewhat of a hazard	Not a hazard at all	Not sure
Residues (pesticides and herbicides)	77%	18%	2%	3%
Cholesterol	45%	48%	5%	2%
Salt in food	37%	53%	9%	1%
Additives and preservatives	32%	55%	8%	4%
Sugar in food	31%	53%	15%	1%
Artificial coloring	26%	53%	17%	5%

The Foodservice Industry

1982 In Review

Introduction

This is the 15th annual National Restaurant Association report on the size and scope of the foodservice industry. It constructs a statistical framework for analyzing growth rates and understanding the relative importance of various market segments. It compares 1982 sales data with 1981 sales performance and discusses the effects of economic forces and other factors on industry sales.

The report examines foodservice sales and purchases for major markets, such as educational institutions, health care facilities and employee feeding programs. This is done to provide industry suppliers with the information they need to better serve the away-from-home market for meals and snacks.

When reading through this report, please keep in mind that data are national in scope and do not show regional variations, which can be and often are substantial. The report covers only a two-year period. Percent changes noted here are thus not necessarily indicative of long term trends. Also, individual firms can and do deviate significantly from the average percent changes indicated throughout this report.

Notice to readers

The sales figures presented here for 1981 and 1982 have been revised to reflect recently released preliminary data from the *1982 Census of Retail Trade*. Additional revisions to eating places, drinking places and retail hosts may be necessary as more complete data become available.

Because of these revisions, comparison between 1981 and 1982 NRA sales figures with those for 1978 through 1980 as well as those for 1983 and 1984 is more difficult. Although the level of sales for these years now requires revising, the annual percent changes remain valid.

The National Restaurant Association will be working on revisions to sales and purchase figures for the period 1978 through 1984 during the next several months as final retail census data are released. The revised figures will be published as soon as they are available in the ***NRA NEWS*** and in a new *Foodservice Sales Panorama*.

Highlights

Foodservice industry sales	Foodservice industry sales totaled $137.9 billion in 1982, up 6.5 percent from $129.5 billion recorded in 1981. Real sales (when adjusted for inflation) rose 1.2 percent, marking the second consecutive year of positive real growth. NRA anticipates real sales for the industry will be positive for 1983 through 1985 as well.
The proportion of the food dollar spent on food away from home	The proportion of the food dollar spent on food away from home also experienced an upswing for the second year. In 1982, consumers allocated 37.9 percent of their food dollar to meals outside the home—up from a revised 37.1 percent in 1981.
Customer traffic	Customer traffic rose dramatically in early 1982, but then registered declines of 0.7 percent and 0.3 percent in the spring and summer as the economy entered a deep recession. As the economy picked up steam later in the year, restaurant traffic also benefited, rising 2.9 percent.
Menu prices	Menu prices continued to advance at a faster pace than grocery store food prices—5.3 percent versus 3.4 percent.
Commercial Feeding Group	Food and drink sales in the Commercial Feeding Group reached $117.4 billion in 1982, up 6.6 percent from $110.2 billion in 1981. After adjusting for inflation, real sales rose modestly, up 1.3 percent.
Eating place sales	Eating place sales reached $86.2 billion in 1982, a 7.8 percent increase over the prior year. Inflation-adjusted sales advanced 2.5 percent, considerably higher than the 1.3 percent rise in real sales in 1981.
Limited menu (fast food) restaurants	Limited menu (fast food) restaurants recorded the largest sales gain among eating places in 1982—9.4 percent. This category also experienced the strongest real sales growth in the eating place sector—4.1 percent. This is considerably above 1981's 3.3 percent gain in real sales.
Restaurants and lunchrooms	Food and drink sales at restaurants and lunchrooms—establishments offering tableservice—reached $46.3 billion. This represents a 6.9 percent increase over 1981 sales of $43.3 billion and a real gain of 1.5 percent.
Drive-in movies	Drive-in movies recorded the largest sales gain in the foodservice industry in 1982, up 15.4 percent. Other segments which performed well include grocery store restaurants, foodservice contractors at colleges and universities, colleges and universities which operate their own foodservice facilities and limited menu (fast food) restaurants.
Institutional Feeding Group	Institutional Feeding Group sales reached $19.7 billion in 1982, up 5.6 percent from $18.7 billion in 1981. Inflation-adjusted sales for this group rose 0.4 percent compared with a gain of 0.5 percent in 1981.
Military Feeding Group	Military Feeding Group food and drink sales rose 7.5 percent in 1982, totaling $714 million. This compares with a gain of 8.5 percent in the prior year.

The statistical information and analysis presented here were prepared in consultation with the research firm of Malcolm M. Knapp, Inc.

Real sales rise . . .

Foodservice industry sales totaled $137.9 billion in 1982, a 6.5 percent increase over 1981's $129.5 billion. Real sales (adjusted for inflation) rose for the second consecutive year. The 1982 gain of 1.2 percent was higher than the 0.5 percent advance recorded in 1981.

This upward trend indicates that the industry was recovering from the real sales declines of 1979 and 1980 of 0.5 percent and 0.6 percent, respectively. Even more significant is the fact that the industry outperformed the U.S. economy as a whole: Real Gross National Product (GNP) declined by 1.9 percent in 1982. In addition, real sales for the foodservice industry outpaced the real gains for non-durable goods expenditures (up 0.5 percent) and disposable personal income (up 0.5 percent) and performed substantially better than the one percent decline in inflation-adjusted durable goods expenditures.

The Commercial Feeding Group experienced real sales growth of 1.3 percent in 1982, compared with a more modest gain of 0.6 percent in 1981 and a decline of one percent in 1980.

The Institutional Feeding Group experienced slightly lower real growth—up 0.4 percent. This is similar to the 0.5 percent rise in the prior year, but is down significantly from the two percent real gain posted in 1980. Institutional feeders continue to be faced with declining populations in schools, hospitals and other institutions. They also must contend with increased competition from foodservice contractors, a segment NRA considers to be part of the Commercial Feeding Group.

Although the U.S. economy was in a severe recession in 1982, the one bright spot was inflation. Inflation, as measured by the Consumer Price Index (CPI), rose a modest 6.8 percent in 1982, compared with considerably higher rates of 13.5 percent and 9.6 percent in 1980 and 1981, respectively. This slower increase in consumer prices, together with the tax cut, were the prime contributors to the slightly improved picture for restaurant sales.

Nonetheless, consumers were not strongly inclined to spend money on discretionary items, such as eating away from home in 1982, and this was particularly true from March through September. Many people were unemployed, and others had a very real fear that they would soon have no job. As a result, consumer expenditures for both durable and non-durable goods rose only marginally.

Customer traffic at the nation's restaurants in 1982 mirrored the U.S. economic performance. Although traffic was up a healthy 5.2 percent in the first quarter, this was primarily because the comparable period in 1981 reported weak traffic and sales. As the public realized the U.S. economy was in a severe recession, consumers began cutting back on their number and frequency of restaurant visits. Traffic declined 0.7 percent in the spring and fell 0.3 percent in the summer. In the fall people began to see signs that the recession was ending, and customer counts rose 2.9 percent. This then set the stage for a better performance in 1983.

Menu prices advance a modest 5.3 percent . . .

Prices for restaurant meals moderated considerably in 1982, rising only 5.3 percent. This compares with substantially higher advances of 9.9 percent and 9.0 percent in 1980 and 1981, respectively. However, menu prices continued to rise at a faster pace than food prices at the grocery store—5.3 percent versus 3.4 percent.

Wholesale food costs for restaurant operators rose only 2.5 percent in 1982, versus a 3.0 percent advance in 1981 and 5.0 percent in 1980. Prices for several commodities were lower in 1982 than in 1981—beef and veal (down 3.8 percent), poultry (down 7.6 percent), eggs (down 4.5 percent) and fresh vegetables (down 11.2 percent).

These lower food costs, together with only modest increases in labor and overhead costs, were a definite help to restaurateurs in their efforts to hold down menu price inflation.

Proportion of food dollar spent away from home increases . . .

In 1982, consumers increased their purchases from foodservice operations at a slightly faster rate than from food stores (including grocery stores, butcher shops and bakeries). Real sales for foodservice rose 1.2 percent, while real food store sales were up 1.1 percent. Even more significant, inflation-adjusted sales at eating places advanced 2.5 percent, substantially outpacing the real sales gains at food stores.

The proportion of the food dollar spent on meals and snacks away from home increased from a revised 37.1 percent in 1981 to 37.9 percent in 1982. This approximates the high of 38.0 percent reached in 1978. The proportion of disposable personal income allocated to food away from home remained unchanged, with foodservice claiming a 5.6 percent share in both years.

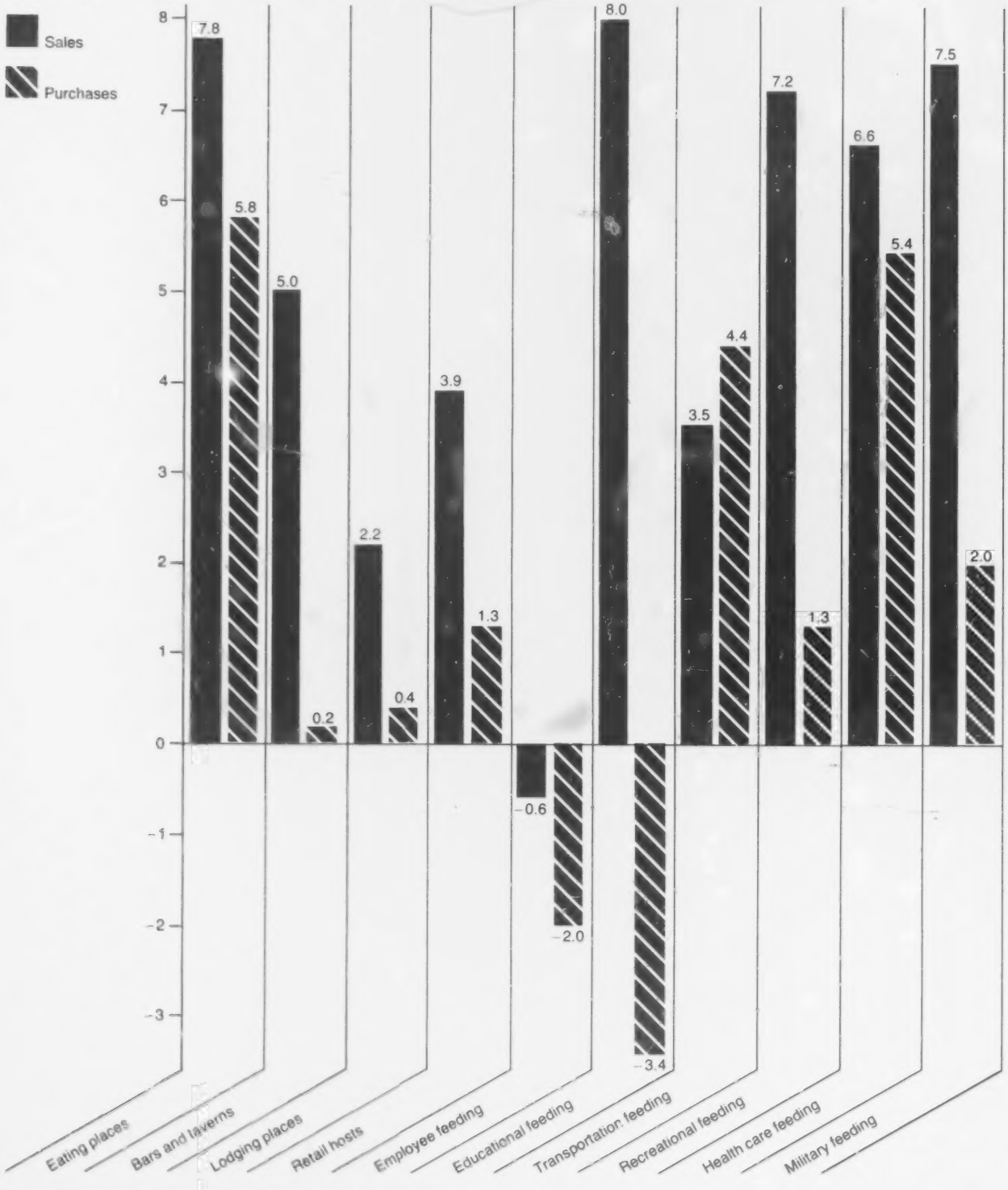
1982 Alcoholic beverage sales in eating and drinking places (000)

	Sales	Percent of total alcoholic beverage sales
Restaurants, lunchrooms	$6,943,244	47.7%
Bars and taverns	6,914,554	47.5
Refreshment places	562,270	3.9
Social caterers	69,213	0.5
Cafeterias	55,009	0.4
Total alcoholic beverage sales	**$14,544,290**	**100%**

Note: Only those establishments with payroll are included. Hotel, motels and motor hotel restaurants had combined alcoholic beverage sales of $1,971,442,000. Alcoholic beverage sales in other establishments totaled approximately $1,150,228,000 in 1982.

Source: Malcolm M. Knapp, Inc.

Percent change in food and drink sales and purchases 1981-1982



Sources: Malcolm M. Knapp, Inc., National Restaurant Association

Commercial Feeding Group sales reached $117.4 billion . . .

Food and drink sales in the Commercial Feeding Group—which accounts for 85 percent of the industry's $137.9 billion total—reached $117.4 billion in 1982, representing an increase of 6.6 percent over 1981. After adjusting for inflation, real sales in this category rose 1.3 percent, versus 1981's lower gain of 0.6 percent.

Foodservice sales at *drive-in movies* posted the largest gain in the Commercial Feeding Group in 1982 with an increase of 15.4 percent over 1981. Food contractors at *colleges and universities* posted a sizable advance of 10.7 percent and *limited menu restaurants* recorded a 9.4 percent gain. In addition, foodservice sales at *grocery stores* advanced 10.2 percent.

Several segments experienced a decline in food and drink sales between 1981 and 1982, however. These include *motel restaurants* (down 4.3 percent), *vending and non-store retailers* (down 2.2 percent), food contractors in *manufacturing and industrial plants* (down 1.8 percent) and foodservice sales at *gasoline service stations* (down 2.8 percent).

Institutional Feeding Group sales totaled $19.7 billion . . .

Sales in the Institutional Feeding Group rose 5.6 percent in 1982, reaching a total of $19.7 billion. However, real sales (adjusted for inflation) rose only a modest 0.4 percent, similar to the 0.5 percent gain in 1981 but substantially below the 2.0 percent advance in 1980.

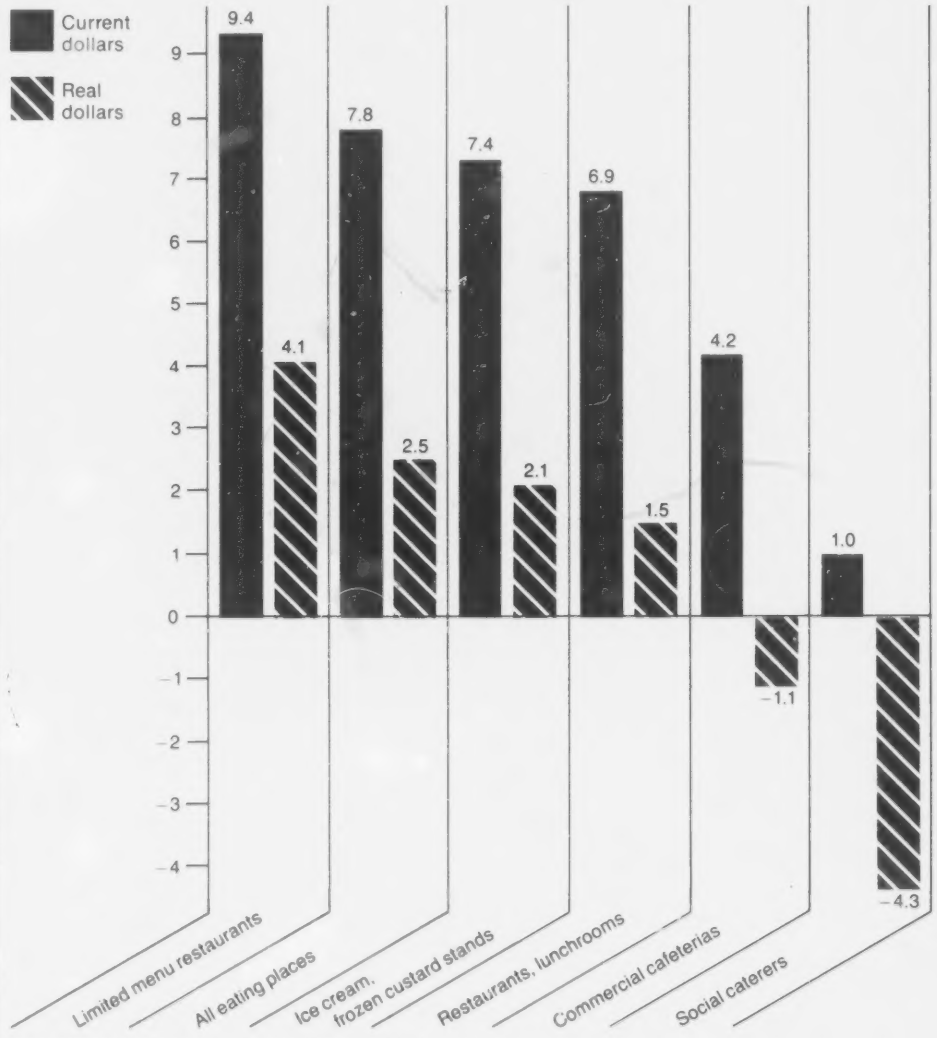
Foodservice sales at *private colleges and universities* experienced the most substantial growth for the second consecutive year—up 10.2 percent. Several other segments also posted substantial increases. Foodservice sales on *railroads* were up 9.9 percent. At both *public colleges and universities* and *private clubs* they were up 9.6 percent.

Eating place sales reached $86.2 billion . . .

Eating places, including restaurants, lunchrooms, limited menu (fast food) restaurants, commercial cafeterias, social caterers as well as ice cream and frozen custard stands, account for approximately 60 percent of total foodservice industry sales. In 1982, sales for these establishments reached $86.2 billion—a 7.8 percent increase over 1981's level of $80.0 billion.

Inflation-adjusted sales for this group rose 2.5 per-

Percent change in sales growth for eating places 1981-1982 (current and real dollars)*



*Adjusted for inflation *Source:* Malcolm M. Knapp, Inc.

1982 Eating place sales and purchases

	Estimated food and drink sales (000)			Estimated food and drink purchases (000)		
	1981	1982	Percent change	1981	1982	Percent change
Restaurants, lunchrooms	$ 43,300,552	$ 46,288,290	6.9%	$ 16,034,194	$ 16,786,448	4.7%
Limited menu restaurants	32,122,358	35,141,860	9.4	11,237,686	12,121,130	7.9
Commercial cafeterias	2,315,442	2,412,690	4.2	866,971	884,522	2.0
Social caterers	806,206	814,268	1.0	309,937	307,076	−0.9
Ice cream, frozen custard stands	1,419,716	1,524,775	7.4	440,112	460,482	4.6
Total eating places	**$79,964,274**	**$86,181,883**	**7.8%**	**$28,888,900**	**$30,559,658**	**5.8%**

1982 Lodging place sales and purchases

	Estimated food and drink sales (000)			Estimated food and drink purchases (000)		
	1981	1982	Percent change	1981	1982	Percent change
Hotel restaurants	$ 4,817,757	$ 5,020,103	4.2%	$ 1,595,062	$ 1,632,788	2.4%
Motor hotel restaurants	854,525	871,936	2.0	283,509	284,809	0.4
Motel restaurants	1,461,034	1,398,210	−4.3	501,760	471,721	−6.0
Total lodging places	**$7,133,316**	**$7,290,249**	**2.2%**	**$2,380,331**	**$2,389,318**	**0.4%**

cent in 1982, considerably higher than the 1.3 percent gain in the prior year and the declines of 1.0 percent in 1980 and 0.7 percent in 1979.

Limited menu restaurants experience strongest growth . . .

Limited menu restaurants, including most fast food establishments, continued to post the largest sales gain among eating places in 1982—9.4 percent. After adjusting for inflation, real sales growth was 4.1 percent, larger than any other eating place category and somewhat higher than 1981's gain of 3.3 percent.

Fast food continues to capture a greater portion of eating place sales and total foodservice sales. In 1970, limited menu sales accounted for 29 percent of eating place sales and 14 percent of total foodservice sales. By 1982, these shares had increased dramatically—40.8 percent and 25.5 percent, respectively.

Fast food operators were relatively successful at maintaining and increasing their customer base in 1982. Increases in customer counts at these establishments were reported throughout the year, and these gains outpaced those at all restaurants during the four quarters of 1982. Fast food places had particularly strong traffic gains in the winter (up 7.1 percent) and the fall (up 10.4 percent). Primary reasons for fast food's better-than-average performance in 1982 were patrons trading down to less expensive eating places because of severe economic conditions and heavy use of promotions and discounts. According to CREST data, promotional activity was highest in the winter, accounting for 18.0 percent of all fast food occasions. In the spring and fall it exceeded 15.0 percent of all occasions.

Restaurant and lunchroom sales up 6.9 percent . . .

Food and drink sales at *restaurants and lunchrooms*—establishments offering tableservice—increased 6.9 percent in 1982, reaching $46.3 billion. Inflation-adjusted sales for this category posted an increase of 1.5 percent, a considerable improvement over the slight 0.2 percent gain in 1981.

Among other eating place categories, sales at *ice cream and frozen custard stands* topped $1.5 billion in 1982, a 7.4 percent advance over 1981 sales of $1.4 billion. *Commercial cafeterias* posted a very modest 4.2 percent increase, compared with the substantially higher 7.0 percent gain in 1981. *Social caterers* posted the smallest sales gain in 1982 of all eating places—1.0 percent.

Sales at bars and taverns totaled $7.9 billion . . .

Food and beverage sales at all *bars and taverns* (with or without foodservice) rose only 5.0 percent in 1982 for a total of $7.9 billion. This was considerably lower than the 7.0 percent gain in 1981 and 8.4 percent advance in 1980.

Lodging place sales up 2.2 percent . . .

Food and drink sales at *lodging places* totaled $7.3 billion in 1982, up 2.2 percent from the prior year. This compares with a stronger 8.1 percent advance in 1981. The poor performance in the lodging sector was most likely due

1982 Retail host sales and purchases

	Estimated food and drink sales (000)			Estimated food and drink purchases (000)		
	1981	1982	Percent change	1981	1982	Percent change
Drug and proprietary store restaurants	$ 352,484	$ 357,771	1.5%	$ 132,182	$ 131,302	−0.7%
General merchandise store restaurants	55,222	56,768	2.8	20,156	20,266	0.5
Department store restaurants	1,109,507	1,145,011	3.2	427,160	430,524	0.8
Variety store restaurants	340,693	345,122	1.3	127,760	126,660	−0.9
Food stores (excluding grocery)	185,821	192,325	3.5	62,250	62,506	0.4
Grocery store restaurants	783,734	863,675	10.2	278,226	298,832	7.4
Gasoline service stations	416,017	404,368	−2.8	147,686	139,911	−5.3
Miscellaneous retailers	223,899	236,437	5.6	78,365	80,625	2.9
Total retail hosts	**$3,467,377**	**$3,601,477**	**3.9%**	**$1,273,785**	**$1,290,626**	**1.3%**

1982 Employee feeding sales and purchases

	Estimated food and drink sales (000)			Estimated food and drink purchases (000)		
	1981	1982	Percent change	1981	1982	Percent change
Industrial and commercial organizations						
Food contractors						
• Manufacturing and industrial plants	$ 2,299,688	$ 2,258,294	−1.8%	$ 1,060,156	$ 1,027,524	−3.1%
• Commercial and office buildings	669,127	709,943	6.1	308,468	323,024	4.7
Institutional feeding	$ 1,489,555	$ 1,458,274	−2.1%	$ 722,434	$ 692,680	−4.1%
Subtotal	*$ 4,458,370*	*$ 4,426,511*	*−0.7%*	*$ 2,091,058*	*$ 2,043,228*	*−2.3%*
Seagoing ships (1,000+ tons)	53,927	49,775	−7.7	32,356	29,865	−7.7
Inland waterway vessels	218,192	225,174	3.2	130,915	135,104	3.2
Total employee feeding	**$4,730,489**	**$4,701,460**	**0.6%**	**$2,254,329**	**$2,208,197**	**−2.0%**

to the sluggish economy and a sharp decline in business travelers. For instance, only 37 percent of the visitors at full-service hotels in 1982 were business travelers, down from 41 percent in 1981.

Occupancy rates also dropped during 1982. The occupancy rate for full service hotels fell from 67 percent to 65 percent. Occupancy rates declined even more substantially in economy hotels (which include most motels), dropping from 78.5 percent to 65.7 percent. Room rates for all hotels increased 6.7 percent during 1982, which also may have affected occupancy rates.

Hotels experienced the largest foodservice sales gains in the lodging category, up 4.2 percent to $5.0 billion in 1982. Convention business most likely provided the impetus behind the increase by providing steady business for the hotels.

Food and drink sales at *motor hotels* was up two percent to $872 million, versus a much stronger eight percent gain in 1981. *Motel restaurant* sales declined 4.3 percent and totaled $1.4 billion. A movement by several chains to segment the market and offer a variety of price points has since translated into upgraded properties and better consumer values—qualities that should increase food and drink sales in the lodging category.

Retail hosts' sales totaled $3.6 billion . . .

Retail hosts, such as department stores and drugstores, are establishments not primarily engaged in foodservice that incorporate a restaurant, cafeteria or snack bar on their premises. Food and drink sales at these establishments registered a 3.9 percent increase in 1982, totaling $3.6 billion. This modest increase may be due to consumers continuing to shop

1982 Educational feeding sales and purchases

	Estimated food and drink sales (000)			Estimated food and drink purchases (000)		
	1981	1982	Percent change	1981	1982	Percent change
Colleges and universities						
Contractors	$ 1,271,069	$ 1,407,073	10.7%	$ 435,977	$ 450,800	3.4%
Institutional						
• Public	1,789,255	1,961,023	9.6	818,378	840,474	2.7
• Private	746,306	822,429	10.2	394,538	402,823	2.1
Subtotal	$ 3,806,630	$ 4,190,525	10.1%	$ 1,648,893	$ 1,694,097	2.7%
Primary and secondary schools						
Contractors	$ 657,108	$ 719,533	9.5%	$ 302,276	$ 294,719	−2.5%
Institutional	2,364,450	2,464,112	4.2	3,018,427	2,814,554	−6.8
Subtotal	$ 3,021,558	$ 3,183,645	5.4%	$ 3,320,703	$ 3,109,273	−6.4%
Total educational feeding	**$6,828,188**	**$7,374,170**	**8.0%**	**$4,969,596**	**$4,803,370**	**−3.4%**

primarily for specific purchases and not spending much extra time in stores to browse or eat.

Grocery store restaurants, which include convenience stores, experienced the strongest gain in the retail host group—10.2 percent. This was primarily due to convenience stores offering many more foodservice items. Food and drink sales in this sector will continue to grow as these stores actively pursue the fast food business in response to consumers' continuing demand for convenient foods.

Food and drink sales at *miscellaneous retailers* rose 5.6 percent in 1982 and reached $236 million. Meals and snacks are being offered in more non-traditional areas, such as bookstores and liquor stores, which has helped boost foodservice sales in this category.

Food and drink sales at *food stores (excluding grocery stores)* rose a moderate 3.5 percent due primarily to slow sales at retail bakeries. Much of the bakery business seems to be going to supermarkets.

Department store foodservice sales reached $1.1 billion in 1982—advancing 3.2 percent. *General merchandise store* restaurants experienced a 2.8 percent increase and totaled $56.8 million.

Food service sales at *drug and proprietary store restaurants* and *variety stores* were much lower than the group average—1.5 percent and 1.3 percent, respectively.

Sales at *gasoline service stations* were down 2.8 percent due basically to the sluggish economy and decreased travel. Economic recovery should boost sales in this segment.

Mobile caterers post poor sales performance . . .

Mobile caterers posted a very small increase in 1982—0.9 percent. This was primarily due to a 6.6 percent decline in manufacturing employment and a slowdown in recreational feeding.

Vending and non-store retailers experienced an even slower year with sales dropping 2.2 percent. This compares unfavorably to the much stronger 8.2 percent rise in 1981. Pastry units were hit the hardest in 1982's downturn and experienced a 7.8 percent drop in total units. The number of hot, canned food vendors decreased 6.4 percent. Sandwich and salad vendors experienced the smallest decline. Total units dropped only 1.3 percent, which may be due to consumers' continuing desire for convenient nutrition and value-oriented meals.

The vending segment is looking outside of its traditional industrial base to offices, hospitals and colleges to boost sales.

Sales for employee feeding totaled $4.7 billion . . .

Foodservice sales in the employee feeding category totaled $4.7 billion in 1982, down a slight 0.6 percent from a year earlier. Food and drink sales for foodservice contractors at *commercial and office buildings* posted the healthiest increase in this category—6.1 percent. An increase in white collar employment combined with a decline in factory employment contributed to this gain. Professional and technical employment rose 3.2 percent; finance, insurance and real estate employment increased 2.2 percent and the number of clerical employees dropped only slightly—0.6. percent.

On the other hand, food and drink sales for foodservice contractors at *manufacturing and industrial plants* fell 1.8 percent. This was primarily due to a 6.5 percent decline in manufacturing employment. *Industrial and commercial organizations* that operate their own foodservice also experienced a drop in sales—2.1 percent. This also was due to a decline in employment as well as a continued shift from manual feeding to

1982 Transportation feeding sales and purchases

	Estimated food and drink sales (000)			Estimated food and drink purchases (000)		
	1981	1982	Percent change	1981	1982	Percent change
Airlines						
Contractors	$ 532,190	$ 548,688	3.1%	$ 255,435	$ 263,348	3.1%
Institutional	493,382	504,574	2.3	245,754	251,328	2.3
Subtotal	*$ 1,025,572*	*$ 1,053,262*	*2.7%*	*$ 501,189*	*$ 514,676*	*2.7%*
Passenger/cargo liners	$ 123,182	$ 133,651	8.5%	$ 67,749	$ 73,508	8.5%
Railroads	30,598	33,639	9.9	12,151	18,717	54.0
Total transportation feeding	**$1,179,352**	**$1,220,552**	**3.5%**	**$581,089**	**$606,901**	**4.4%**

1982 Recreational feeding sales and purchases

	Estimated food and drink sales (000)			Estimated food and drink purchases (000)		
	1981	1982	Percent change	1981	1982	Percent change
Recreation and sports centers						
Contractors	$ 1,011,926	$ 1,075,677	6.3%	$ 363,281	$ 377,563	3.9%
Non-contractors	755,803	797,372	5.5	271,333	279,878	3.1
Subtotal	*$ 1,767,729*	*$ 1,873,049*	*6.0%*	*$ 634,614*	*$ 657,441*	*3.6%*
Drive-in movies	$ 187,446	$ 216,313	15.4%	$ 60,920	$ 68,138	11.8%
Bowling lanes	547,257	572,431	4.6	202,485	208,937	3.2
Clubs	1,163,622	1,275,330	9.6	549,230	533,088	−2.9
Sporting and recreational camps	115,828	115,250	−0.5	69,497	69,150	−0.5
Total recreational feeding	**$3,781,882**	**$4,052,373**	**7.2%**	**$1,516,746**	**$1,536,754**	**1.3%**

vending in some operations.

Sales on *inland waterway vessels* rose 3.2 percent due to increased use of this less expensive form of bulk transportation.

Food and drink sales on *sea-going ships* fell a sharp 7.7 percent due to the continued reduction in U.S. flagships and a 8.7 percent drop in employment.

Educational feeding sales up 8.0 percent . . .

Foodservice sales for the educational feeding category reached $7.4 billion in 1982, up eight percent from $6.8 billion in 1981. This was above the seven percent gain in 1981. Enrollment in colleges was up 0.4 percent, with public institutions gaining 0.5 percent and private universities experiencing a 2.4 percent drop in enrollment. Private two-year colleges, on the other hand, fared best with a strong seven percent enrollment gain. The number of foreign students continues to grow at these schools. In 1982, foreign enrollment increased 4.5 percent to 326,000 students.

Foodservice contractors at *colleges and universities* posted the strongest increase in the educational feeding segment—10.7 percent. Institutional sales at *private colleges and universities* came next with a 10.2 percent advance. Sales at *public colleges and universities* that operate their own foodservices totaled $2.0 billion in 1982, up 9.6 percent from 1981. The relatively slower sales at public colleges and universities were due to lower board increases at these schools compared to board increases at private colleges and universities. More fast food operators are entering the campus market, which will increasingly affect this category.

Food and drink sales by food contractors at *primary and secondary schools* rose 9.5 percent in 1982. Sales in this category for schools operating their own foodservices rose 4.2 percent. Overall enrollment at primary and secondary schools fell 1.1 percent, while the number of pupils participating in school lunch programs declined even more substantially—7.8 percent. Consequently, the number of school lunches decreased 7.4 percent, and total breakfasts dropped 8.3 percent.

Sales for transportation feeding category up 3.5 percent . . .

Food and drink sales for

1982 Health care feeding sales and purchases

	Estimated food and drink sales (000)			Estimated food and drink purchases (000)		
	1981	1982	Percent change	1981	1982	Percent change
Contractors in hospitals and nursing homes	$ 902,408	$ 989,038	9.6%	$ 360,963	$ 395,615	9.6%
Voluntary and proprietary hospitals	5,190,252	2,527,620	6.5	2,076,101	2,211,048	6.5
State and local short-term hospitals	771,188	884,557	9.5	534,500	571,830	7.0
Long-term hospitals	872,010	887,548	1.8	348,804	355,019	1.8
Federal hospitals	349,283	381,711	9.3	281,152	301,576	7.3
Nursing homes	2,549,132	2,704,629	6.1	1,611,663	1,661,624	3.1
Total health care feeding	**$10,634,273**	**$11,335,103**	**6.6%**	**$5,213,183**	**$5,496,712**	**5.4%**

1982 Military feeding sales and purchases

	Estimated food and drink sales (000)			Estimated food and drink purchases (000)		
	1981	1982	Percent change	1981	1982	Percent change
Defense personnel	—	—	—	$ 1,739,787	$ 1,765,884	1.5%
Officers' & NCO clubs ("open mess")	$ 436,047	$ 471,367	8.1%	162,022	172,520	6.5
Military exchange food service	228,296	242,793	6.4	99,028	101,973	3.0
Total military feeding	**$664,343**	**$714,160**	**7.5%**	**$2,000,837**	**$2,040,377**	**2.0%**

the transportation feeding category rose 3.5 percent to $1.2 billion in 1982. Despite no real growth in passenger traffic, *railroads* posted a 9.9 percent jump in sales—the largest gain in the transportation feeding category. This is a significant improvement from the 6.6 percent decline one year earlier. Although alcoholic beverage sales were down, a sharp rise in food sales—26 percent—helped fuel the overall increase. An expanded frozen entree program helped boost food and drink purchases 54 percent.

Passenger/cargo liners reported a healthy sales increase in 1982—8.5 percent. Cruise ships' popularity continues to grow, due somewhat to the success of the "Love Boat" television show. The cruise ships are also putting more emphasis on promotions, which helped keep traffic up during a slow economic year.

In-transit feeding (airlines) by foodservice contractors rose 3.1 percent in 1982. Foodservice sales for *airlines* that operate their own foodservice posted somewhat weaker gains—up 2.3 percent. Domestic passenger traffic increased three percent while the number of international passengers dropped 4.8 percent. Domestic passenger miles were up 5.4 percent. This indicates that passengers were taking slightly longer trips.

Recreational sales were up 7.2 percent . . .

Foodservice sales for the recreational feeding category totaled $4.0 billion in 1982, up 7.2 percent from 1981's reported $3.8 billion. Food and drink sales at *drive-in movies* continued to post the strongest gains in the category—15.4 percent. Movie attendance jumped 10.1 percent, contributing to the strong performance.

Foodservice sales at *clubs* posted the second highest increase—9.6 percent. Food and beverage sales per member rose 8.9 percent at *country clubs* and 9.6 percent at *city clubs*, which helped boost sales. Total membership increases also contributed to the strong performance—rising 0.7 percent at country clubs and 1.1 percent at city clubs. In general, Americans have become more health and fitness conscious.

Sales by foodservice contractors at *recreation and sports centers* were up 6.3 percent due in large part to the absence of a baseball strike. This was, however, partially offset by the football strike. Total attendance at spectator sports was up 7.8 percent, significantly above the 8.8 percent decrease in admissions one year earlier.

Visits to state parks were up a modest 2.1 percent, while overnight stays in national parks was down a slight 0.7 percent. Sales at *recreation and sports centers* operating their own foodservice rose a moder-

See Sales p. 42 ...

Estimated food and drink sales and purchases, 1982

# of units	Type of establishment	Estimated food and drink sales (000) 1981	Estimated food and drink sales (000) 1982	Percent gain (loss)	Estimated food and drink purchases (000) 1982	Source
	Group I: Commercial Feeding[1]					
	Eating places					
122,773[2]	Restaurants, lunchrooms	$ 43,300,552	$ 46,288,290	6.9%	$ 16,786,448	1,21,22,23
108,601	Limited menu restaurants	32,122,358	35,141,860	9.4	12,121,130	1,21,22,23
6,787	Commercial cafeterias	2,315,442	2,412,690	4.2	884,522	1,22,23
3,320	Social caterers	806,206	814,268	1.0	307,076	1,22
9,268	Ice cream, frozen custard stands	1,419,716	1,524,775	7.4	460,482[4]	1,21,22
250,749	**Total—Eating places**	**$ 79,964,274**	**$ 86,181,883**	**7.8%**	**$30,559,658**	
33,990[3]	Bars and taverns	7,526,046	7,902,348	5.0	414,873	1,22
284,739	**Total—Eating and drinking places**	**$ 87,490,320**	**$ 94,084,231[5]**	**7.5%**	**$30,974,531**	
	Food contractors					
	Manufacturing and industrial plants	$ 2,299,688	$ 2,258,294	−1.8%	$ 1,027,524	1,19,27
	Commercial and office buildings	669,127	709,943	6.1	323,024	1,27
	Hospitals and nursing homes	902,408	989,038	9.6	395,615	13
	Colleges and universities	1,271,069	1,407,073	10.7	450,800	2,4
	Primary and secondary schools	657,108	719,533	9.5	294,719	3
	In-transit feeding (airlines)	532,190	548,688	3.1	263,348[6]	9
	Recreation and sports centers	1,011,926	1,075,677	6.3	377,563	1,23,24,29
7,836[7]	**Total—Food contractors**	**$ 7,343,516**	**$ 7,708,246**	**5.0%**	**$ 3,132,593**	
	Lodging places					
13,906	Hotel restaurants	$ 4,817,757	$ 5,020,103	4.2%	$ 1,632,788	1,23,25,26
2,435	Motor hotel restaurants	854,525	871,936	2.0	284,809	1,23,25,26
13,378	Motel restaurants	1,461,034	1,398,210	−4.3	471,721	1,26
29,719	**Total—Lodging places**	**$ 7,133,316**	**$ 7,290,249**	**2.2%**	**$ 2,389,318**	
	Retail hosts					
6,128	Drug and proprietary store restaurants	$ 352,484	$ 357,771	1.5%	$ 131,302	1
1,644	General merchandise store restaurants	55,222	56,768	2.8	20,266	1
5,202	Department store restaurants	1,109,507	1,145,011	3.2	430,524	1,30
5,111	Variety store restaurants	340,693	345,122	1.3	126,660	1
3,967	Food stores (except grocery)	185,821	192,325	3.5	62,506	1
23,001	Grocery store restaurants	783,734	863,675	10.2	298,832	1
8,232	Gasoline service stations	416,017	404,368	−2.8	139,911	1
3,608	Miscellaneous retailers (liquor, cigar, etc.[8])	223,899	236,437	5.6	80,625	1
56,893	**Total—Retail hosts**	**$ 3,467,377**	**$ 3,601,477**	**3.9%**	**$ 1,290,626**	
	Recreation and sports					
2,882	Drive-in movies	$ 187,446	$ 216,313	15.4%	$ 68,138	1
3,933	Bowling lanes	547,257	572,431	4.6	208,937	1
N/A	Recreation and sports centers	755,803	797,372	5.5	279,878	1,24,29
6,815	**Total—Recreation and sports**	**$ 1,490,506**	**$ 1,586,116**	**6.4%**	**$ 556,953**	
	All other					
3,267	Vending and non-store retailers[9]	$ 2,734,406	$ 2,674,249	−2.2%	$ 866,457	1,19
N/A	Mobile caterers	495,890	500,353	0.9	167,118	1,2
3,267	**Total—All other**	**$ 3,230,296**	**$ 3,174,602**	**−1.7%**	**$ 1,033,575**	
389,269	**Total—Group I**	**$110,155,331**	**$117,444,921**	**6.6%**	**$39,377,596**	

# of units	Type of establishment	Estimated food and drink sales (000) 1981	Estimated food and drink sales (000) 1982	Percent gain (loss)	Estimated food and drink purchases (000) 1982	Source
	Group II: Institutional Feeding—Business, educational, government or institutional organizations which operate their own foodservice					
	Employee feeding					
3,800	Industrial and commercial organizations	$ 1,489,555	$ 1,458,274	−2.1%	$ 692,680	20,27
496	Seagoing ships (1,000+ tons)	53,927	49,775	−7.7	29,865	6
4,248	Inland waterway vessels	218,192	225,174	3.2	135,104	7
8,544	**Total—Employee feeding**	**$ 1,761,674**	**$ 1,733,223**	**−1.6%**	**$ 857,649**	
	Educational feeding					
91,722	Public and parochial elementary and secondary schools (90,360 national school lunch program)[10]	$ 2,364,450	$ 2,464,112	4.2%	$ 2,814,554	3
1,000	Public colleges and universities[11]	1,789,255	1,961,023	9.6	840,474	3
1,569	Private colleges and universities[11]	746,306	822,429	10.2	402,823	2,4
94,291	**Total—Educational feeding**	**$ 4,900,011**	**$ 5,247,564**	**7.1%**	**$ 4,057,851**	
	Transportation feeding					
63	Passenger/cargo liners	$ 123,182	$ 133,651	8.5%	$ 73,508	8
98	Airlines	493,382	504,574	2.3	251,328	9
2	Railroads	30,598	33,639	9.9	18,717	10
163	**Total—Transportation feeding**	**$ 647,162**	**$ 671,864**	**3.8%**	**$ 343,553**	
	Hospital feeding					
4,086	Voluntary and proprietary hospitals	$ 5,190,252	$ 5,527,620	6.5%	$ 2,211,048	13
1,715	State and local short-term hospitals[12]	771,188	844,557	9.5	571,830	13
706	Long-term, general, TB and psychiatric hospitals	872,010	887,548	1.8	355,019	13
346	Federal hospitals[12]	349,283	381,711	9.3	301,576	13
6,853	**Total—Hospital feeding**	**$ 7,182,733**	**$ 7,641,436**	**6.4%**	**$ 3,439,473**	
25,130	Nursing homes, homes for the aged, blind, orphans, mentally and physically handicapped[13]	$ 2,549,132	$ 2,704,629	6.1%	$ 1,661,624	14
	Miscellaneous					
10,310	Clubs	$ 1,163,622	$ 1,275,330	9.6%	$ 533,088	5
2,249	Sporting and recreational camps	115,828	115,250	−0.5	69,150	1,11
15,210	Community centers	356,501	344,023	−3.5	405,941	12
N/A	Convents and seminaries	...	...	...	110,491	17
27,769	**Total—Miscellaneous**	**$ 1,635,951**	**$ 1,734,603**	**6.0%**	**$ 1,118,670**	
	Penal Institutions					
791	Federal and state prisons	...	...	...	$ 335,246	15
3,493	Jails	...	...	...	260,182	16
4,284	**Total—Penal institutions**				**$ 595,428**	
167,034	Total—Group II	$ 18,676,663	$ 19,733,319	5.6%	$12,074,248	
556,303	Total—Groups I and II	$128,831,994	$137,178,240	6.5%	$51,451,884	
	Food Furnished in Food Service Employees in Groups I and II	...	...	...	$ 3,623,546	18
556,303	Total—Groups I, II and FSE	$128,831,994	$137,178,240	6.5%	$55,075,390	
	Group III: Military Feeding					
N/A	Defense personnel	...	...	...	$ 1,765,884	18
700	Officers and NCO Clubs (open mess)[14]	$ 436,047	$ 471,367	8.1%	172,520	28
556	Military exchange foodservice[14]	228,296	242,793	6.4	101,973	28
1,256	Total—Group III	$ 664,343	$ 714,160	7.5%	$ 2,040,377	
557,559	GRAND TOTAL	$129,496,337	$137,892,400	6.5%	$57,115,767	

Sources and footnotes for table on pages 40–41

Sources

1. U.S. Bureau of the Census: Census of Business; *1977 Census of Retail Trade; Merchandise Line Sales; Sales Size; Miscellaneous Subjects; 1977 Selected Services; Hotels, Motels, Trailering Parks and Camps; 1982 Preliminary Census of Retail Trade, Sales Size, Merchandise Line Sales, Miscellaneous Subjects; 1977 Census of Selected Services, Current Retail Trade Reports, 1981 and 1982 Service Annual Survey, Series BS.*
2. Industry sources.
3. Based on data from U.S. Department of Agriculture, Food and Nutrition Service; HEW Office of Education, "Fall 1982 Statistics of Public Schools"; HEW, *Digest of Educational Statistics 1981, 1982;* National Catholic Education Assn./Granley's 1980 and 1981, *Catholic Schools in America; Current Population Reports, Series P-20, Nos. 222, 303, 319 and 321.*
4. Estimated: Based on *College and University Business,* December 1970; HEW, *Digest of Educational Statistics 1981, 1982;* HEW advanced 1983 data; Bureau of the Census, *Current Population Report, Series P-20, No. 245,* "Living Arrangements of College Students," October 1971; HEW, National Center for Educational Statistics, unpublished data.
5. Estimated: Based on U.S. Department of Commerce, Bureau of Economic Analysis; "Personal Consumption Expenditures," *Survey of Current Business* July 1983; Pannell, Kerr, Forester, *Clubs in Town and Country 1982.*
6. Estimated: Based on data supplied by U.S. Maritime Commission, Immigration and Naturalization Service; *Statistical Abstract of the United States 1983,* Tables 1125 and 1129.
7. Estimated: Based on data supplied by American Waterways Operators, Inc.; individual companies; *Statistical Abstract of the United States 1983,* "Waterborne Commerce of the U.S.," Table 1114.
8. Estimated: Based on data supplied by the U.S. Maritime Commission, Immigration and Naturalization Service and individual passenger lines; *Statistical Abstract of the United States 1983,* Tables 413 and 1133.
9. Estimated: Based on data supplied by Air Transport Association, *Air Transport World;* individual companies and Merrill, Lynch, Pierce, Fenner & Smith air transport analyst; *Statistical Abstract of the United States 1983,* Tables 1099 and 1103.
10. Estimated: Based on data supplied by the Amtrak Corporation.
11. Estimated: Based on data from the American Camping Association and individual companies.
12. Estimated: Based on information from YMCA Statistical Division; U.S. Department of Agriculture, Food and Nutrition Service; and industry sources.
13. Estimated: Based on data from the American Hospital Association, *Hospital Statistics 1983,* "HAS Six-Month National Comparison Period Ending June 30, 1981, June 30, 1982, December 1981 and December 1982"; American Hospital Association; Veterans Administration and individual companies.
14. Estimated: Based on data from the National Center for Health Statistics; *1980 Census of Population;* American Hospital Association; *NIH Master Facilities Inventory, 1978;* unpublished data.
15. Estimated: Based on information from the Department of Justice, Bureau of Prisons, "Prisoners in State and Federal Institutions," December 31, 1982, *Corrections Magazine.*
16. Estimated: Based on Department of Justice, Law Enforcement Assistance Administration, *Census of Jails and Survey of Jail Inmates, 1978,* and unpublished data.
17. Estimated: Based on information from the *Official Catholic Directory,* P.J. Kennedy & Sons; interviews with suppliers.
18. Defense Personnel Support Center, Philadelphia, unpublished data; Bureau of Economic Analysis, "Personal Consumption Expenditures," *Survey of Current Business,* July 1983.
19. Estimated: Based on "Survey of the Industry," *Vending Times,* June 1982 and June 1983.
20. Industry sources.
21. U.S. Department of Commerce, Bureau of Domestic Commerce, *Franchising in the Economy, 1982–84.*
22. U.S. Department of Labor Bureau of Labor Statistics, *Producer Price Index* and *Consumer Price Index.*
23. Company annual reports.
24. Estimated: Based on Bureau of Economic Analysis, *Statistical Abstract of the United States 1983,* Tables 387, 390, 403, 404; "Personal Consumption Expenditures," *Survey of Current Business,* July 1983.
25. Estimated: Based on Laventhol & Horwath, *Lodging Industry 1983;* Pannell, Kerr, Forester, *Trends in the Hotel Industry, USA Edition, 1983.*
26. American Hotel & Motel Association, *Construction and Modernization Report.*
27. Based on Bureau of Labor Statistics, *Employment and Earnings:* "Occupation of Employed Workers by Sex 1960–1962," and "Employment by Industry, 1970–1982;" *Statistical Abstract of the United States 1983,* Table 705.
28. Army Times Publishing Co.
29. *AudArena Stadium, 1983.*
30. National Retail Merchants Association, *Department and Specialty Store Merchandising and Operating Results of 1982.*

Footnotes

1. Data are given only for establishments with payroll.
2. Figures are latest census area reports or merchandise line detail counts or updates when reliable data become available.
3. Unit count includes only those establishments serving food; however, sales figure is for all bars and taverns with payroll.
4. Food only. Cost of alcoholic beverages totaled $2,420,094,000.
5. Food and drink sales for non-payroll establishments totaled $2,769,837,000 with eating places accounting for $1,861,088,000 and drinking places, $908,749,000.
6. Food purchase only.
7. Individual businesses, not locations. Contract feeders are included in eating place totals in all Bureau of the Census publications although their sales volume figures are significantly understated.
8. Includes SIC 59 except 591 and 596.
9. Includes sales of hot foods, sandwiches, pastries, coffee and other hot beverages.
10. School lunch commodities furnished in the calendar year 1982 under Secs. 6, 32 and 416 were worth $822,468,650. In addition, 202,445,920 half-pints of milk worth $18,985,760 were supplied.
11. Total number of colleges and universities which have foodservice whether contracted or not.
12. Represents sales or commercial equivalent to employees.
13. Sales (commercial equivalent) calculated for nursing homes and homes for aged only. All others in the grouping make no charge for food served.
14. Continental U.S. only.

***These institutions make no charge for food served.

... Sales, From p. 39

ate 5.5 percent. Many of the recreation parks experienced traffic declines, but higher per capita spending more than offset the lower attendance rates.

Bowling lane food and beverage sales were up 4.6 percent during 1982, down from the 9.2 percent increase recorded one year earlier. This was primarily due to a 0.7 percent decline in bowling participation.

Foodservice sales at *sporting and recreational camps* dropped 0.5 percent due to the decrease in the number of camps and the large sums it now takes to send a child to camp.

Foodservice sales at health care facilities reach $11.3 billion . . .

Foodservice sales at health care facilities rose 6.6 percent and reached $11.3 billion in 1982. In most cases, the higher sales were the result of more meals served to employees at health care facilities rather than more meals served to patients. Foodservice contractor sales at *hospitals and nursing homes* posted the highest increase—9.6 percent. The number of nursing homes under contract continues to rise due primarily to cost containment.

Institutional sales at *state and local short-term hospitals* rose 9.5 percent due to a substantial 6.8 percent increase in full-time employees. Sales at *federal hospitals* were up 9.3 percent. These institutions also experienced a signficant gain in full-time employees—6.6 percent. *Voluntary and pro-*

prietary hospitals posted the highest jump in total employees—9.5 percent—which contributed to a 6.5 percent increase in foodservice sales. *Long-term hospitals* experienced a modest 1.8 percent sales increase and a 1.6 percent advance in full-time employees.

Nursing homes recorded a 6.1 percent increase in foodservice sales. This could be more substantial since the elderly senior citizen population over 85 is starting to climb. Tight construction funds and a growing preference to care for the elderly at home has moderated the increase.

Community centers sales declined . . .

Food and drink sales at *community centers* dropped 3.5 percent to $344 million in 1982. Cutbacks in school breakfast programs and summer feeding programs contributed to the decline in sales. Increases in elderly feeding programs, however, helped offset the decrease.

Military feeding group sales up . . .

The military feeding group experienced a 7.5 percent gain in foodservice sales, reaching $714 million in 1982. Food and drink sales at *officers' and NCO clubs* were up 8.1 percent and totaled $471 million. Total sales at *military exchange foodservice establishments* reached $243 million and advanced 6.4 percent. Military sales will most likely continue to expand in future years, benefiting from national efforts to boost troop strength.

Definitions, sources and methodology

Although there are many ways to define the components of the foodservice industry, this report organizes the various elements into three major groups: the Commercial Feeding Group, the Institutional Feeding Group and the Military Feeding Group. For a description of each category, please see the box on page 44. Portions of the Commercial Feeding and Institutional Feeding Groups have been recombined into categories, such as employee, health care and educational feeding, in the analysis of sales performance in 1982.

In addition to these general categories, this report defines a restaurant or lunchroom as an establishment that provides waiter service.

In contrast, a limited menu or refreshment place usually does not provide waiter service but rather an order is placed and picked up by the patron at a counter. Further, leased department restaurant sales are reported in the eating place sector rather than in their host location. For example, sales for fast food restaurants on military bases are reported in the limited menu category, not in the Military Feeding Group. Similarly, sales for a restaurant leased in a hotel will show up in the restaurant category, not in lodging places. The Bureau of the Census uses these same definitions.

Readers may note that the 1982 eating place sales figures presented here are lower than those published by the Census Bureau in its "Current Retail Trade Reports" series. (Census revised its 1982 sales figures in April 1983 and in April 1984.) The Census data include contract feeders. In this report all contract feeding appears as a separate Commercial Feeding Group segment.

Study figures . . .

The figures in this study were obtained from trade associations, various government data (both published and unpublished), published reports and discussions with foodservice executives in many segments of the industry. Whenever possible, several approaches and sources were used for the industry segment under examination to arrive at a set of answers in close agreement with each other. This has proved particularly useful when data are "soft."

Source materials used in making our estimates are listed on page 42 and are noted on the table on pages 40 and 41.

Sales data for many of the Commercial Feeding Group segments of the foodservice industry are based on preliminary data from the *1982 Census of Retail Trade* and may be subject to revisions when the final reports are available later this year.

At the time NRA was preparing its 1982 estimates, preliminary sales figures were available for only restaurants and lunchrooms, refreshment places (fast food), drinking places, variety stores, drug and proprietary stores and liquor stores. As a result, revisions to 1981 sales figures for these segments have been made

Percent change in economic indicators and foodservice industry sales 1981–1982

	Current dollars	Real dollars*
Gross National Product (GNP)	4.0%	−1.9%
Personal consumption expenditures	7.2	1.4
Durable goods expenditures	3.5	−1.0
Non-durable goods expenditures	3.7	0.5
Services expenditures	11.2	2.9
Disposable personal income	6.3	0.5
Foodservice industry	6.5	1.2
Commercial feeding	6.6	1.3
Eating places**	7.8	2.5
Institutional feeding	5.6	0.4

* Adjusted for inflation

**Eating places include restaurants, lunchrooms, social caterers, commercial cafeterias, limited menu restaurants as well as ice cream and frozen custard stands

Sources: Survey of Current Business, July 1983; Malcolm M. Knapp, Inc.

and are published for the first time in this report. A final set of revisions for all eating place and retail host categories will be made when final *1982 Census of Retail Trade* reports are issued.

Sales for hotels, motels, camps and clubs are based on information published in the *1977 Census of Selected Services*. Merchandise line information from the *1982 Census of Retail Trade* was used when available for determining the proportion of meals and snack sales to total sales for eating and drinking places, retail hosts and non-store retailers. When 1982 data were not available, proportions published in the 1977 reports were used.

For the Commercial Feeding Group, sales figures were determined first, and then food and drink purchases were calculated from the sales figures on the basis of food and beverage costs as a percent of sales. In the Institutional Feeding Group, purchases were calculated from a cost per meal times the number of meals consumed in the particular segment. Where a direct charge is not made, such as in a proprietary hospital, commercial equivalent sales were calculated as a multiple of food costs.

There are some exceptions, however. For airlines, estimated sales were taken to mean estimated purchases from a contractor or the internal cost of foodservice operations by the airline. The sales figures do not include the cost of serving meals or beverages. When there is no charge for the serving of meals, as in federal hospitals, which do not charge veterans for service, this report assumes no sales transaction occurred.

Sales data for many of the Commercial Feeding Group segments of the foodservice industry are based on preliminary data from the *1982 Census of Retail Trade* and may be subject to revisions when the final reports are available later this year.

At the time NRA was preparing its 1982 estimates, preliminary sales figures were available for only restaurants and lunchrooms, refreshment places (fast food), drinking places, variety stores, drug and proprietary stores and liquor stores. As a result, revisions to 1981 sales figures for these segments have been made and are published for the first time in this report. A final set of revisions for all eating place and retail host categories will be made when final *1982 Census of Retail Trade* reports are issued.

Editor's Note: If you have questions concerning the content of this article or would like to request additional copies, contact Cecelia Niepold or Bette Hoyt at the National Restaurant Association, 311 First Street, N.W., Washington, DC 20001; (800) 424-5156 or (202) 638-6100.

NRA foodservice industry—terms of reference

There are many ways to define the components of the foodservice industry. We have chosen a way that seems reasonable, but we recognize that this is a complex industry and that there are several communities of industry participants.

NRA's approach breaks the elements of the foodservice industry into many segments so that industry participants can recombine these segments into different major groups or subgroups to suit their particular needs. Groupings are to some extent arbitrary, and the categories rarely have neat, sharp boundaries.

We define the foodservice industry as encompassing all meals and snacks prepared outside the home and, therefore, include all takeout meals and beverages in this definition.

The major foodservice groupings used by the NRA in its analysis of the industry are as follows:

Commercial Feeding (Group I): This group comprises those establishments that are open to the public, are operated for profit and may operate facilities and/or supply meal service on a regular basis for others.

Commercial feeding accounts for 85 percent of industry sales, and includes eating and drinking places, foodservice contractors, hotel and motel restaurants and restaurants in department stores, drugstores, etc.

Eating places: Dollar sales for eating places are for those with payroll only. Thus our figures may be slightly lower than estimates that include all establishments. Our dollar volume estimates for eating places refer to restaurants and lunchrooms, commercial cafeterias, limited menu restaurants, ice cream and frozen custard stands and social caterers. They do not include contract feeders, which are shown separately, although the Bureau of the Census data include contract feeders in their eating place category.

Institutional Feeding (Group II): This group comprises the business, educational, government and institutional organizations that operate their own foodservice. Food is provided as an auxiliary service to complement their other activities. While some establishments operate at a profit, this is not the aim of the foodservice activity. Rather, they serve food principally as a convenience for their own employees, students, patients, etc.

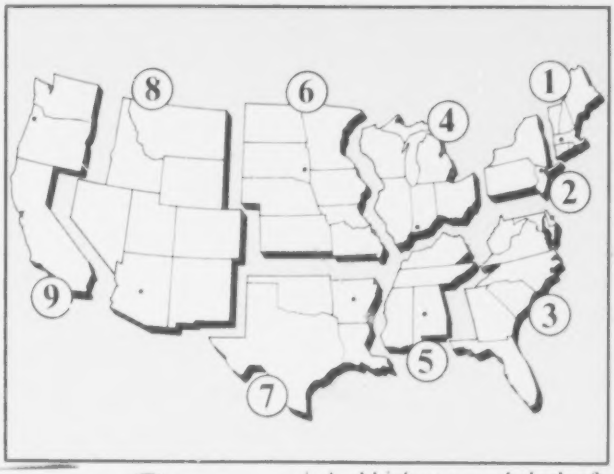
Military Feeding (Group III): This group comprises the sales of food and beverages at officers' and NCO clubs and military exchanges as well as defense foodservice to the troops. This group has been shown separately because most suppliers treat it as a distinct entity for sales purposes.

—Cecelia Niepold and Bette Hoyt

HOW'S BUSINESS?

by Cecelia Niepold

The nine restaurateurs interviewed this month seem proud of their establishments' progress and optimistic about the future. Business may be slow at times, but owners continue to focus on ingenuity, creativity and hard work to build their business and expand into new areas.



1 NEW ENGLAND

Location: Holyoke, MA
NRA member: Frank Banks
Operation: Yankee Pedlar Inn
Profile: An early American inn, with banquet facilities and three eateries—a dining room, an oyster bar and a small French restaurant.
In business: 7 years
Seats: 150 plus 350 banquet seats
Meals served: Breakfast, lunch, dinner

Business was somewhat slow in Massachusetts this past winter, but has picked up since Easter, according to ***Frank Banks,*** owner of the Yankee Pedlar Inn. He is optimistic about the area's future. "Generally our economy should be fairly stable for the next few years. Our unemployment rate is low, and the area is becoming more in demand as more people and businesses move out of the crowded Boston area," he explains.

Banks' optimism is reflected in his renovations. He has relandscaped, installed heat to outdoor walkways between buildings (so customers don't have to wade through snow and ice), and is adding a Victorian solar greenhouse. The addition will add 100 to 150 seats and will feature an herb garden, which patrons will sample.

2 MID ATLANTIC

Location: West Orange, NJ
NRA member: Donald Horn, Jr.
Operation: Pals Cabin and Mayfair Farms
Profile: Family-owned restaurant and banquet facility
In business: 52 years
Seats: 350 plus 1,500 banquet seats
Meals served: Breakfast, lunch, dinner

A prime location—20 miles west of New York City and 15 minutes from Newark, NJ—has boosted business in West Orange. ***Donald Horn, Jr.,*** manager of Pals Cabin and Mayfair Farms, says sales are up approximately five percent—in real dollars—from last year. He attributes this impressive growth to the high concentration of new office space in the area. "A lot of major corporations are moving out of the city," he explains.

The family-owned organization has grown since it opened in 1932 when West Orange was out in the country and visitors had to travel a dirt road to dine at Pals Cabin. Now, surrounded by dual highways and sleek office buildings, Horn has adapted to the corporate climate by establishing a private luncheon club for business people. "I don't know of any other like it in the suburbs. It's definitely added to our business," he says. The club offers amenities that are typical of many private business clubs in cities, such as personal charge accounts.

3 SOUTH ATLANTIC

Location: Dewey Beach, DE
NRA Member: Jay Prettyman
Operation: The Rusty Rudder
Profile: Upscale but casual waterfront complex
In business: 6 years
Seats: 376
Meals served: Lunch, dinner

Business continues to grow in Dewey Beach—a resort area located on the Delaware shore. The recession didn't affect the area too much due to the large number of tourists from nearby Baltimore, MD, and Washington, DC. "People may not be budgeting for long vacations, but they're still spending on smaller weekend trips at the shore. In that way, we're getting the benefit of the slower economy," speculates Hank Rosenberg, manager of the Rusty Rudder.

Owner ***Jay Prettyman*** has taken advantage of the beautiful bayfront location and added a retail complex—Rudder Towne—right next to the Rusty Rudder. It includes small shops and several other restaurants. The newer restaurants are also doing well and a breakfast eatery is scheduled to open this summer.

Maintaining a good relationship with local customers by offering innovative promotions during the off-season winter months has helped business thrive year round.

4 EAST NORTH CENTRAL

Location: Evansville, IN
NRA member: Nicholas Wolf
Operation: Wolf's Bar-B-Q, Inc.
Profile: Two barbecue establishments with dining rooms and carryout
In business: 31 years
Seats: Average 400
Meals served: Lunch, dinner

Business is still somewhat depressed in Evansville, according to ***Nicholas Wolf,*** owner of Wolf's Bar-B-Q, Inc. "The economy is starting to come back, but it's not up like the rest of the country," he says. Even so, he's optimistic about 1984 and is particularly positive about his operation. He's planning to expand the number of his establishments—perhaps across the country—and capitalize on his successful barbecue concept.

What makes his barbecue special? "It's genuine. We

barbecue on an open pit with genuine hickory wood—like barbecues are supposed to be," he maintains.

Barbecue's popularity is nothing new in Evansville. It's been a specialty in the area since the early 1920's.

5 EAST SOUTH CENTRAL

Location: Tuscaloosa, AL
NRA member: Tom McJenkin
Operation: 2 Lady's Inc.
Profile: Casual restaurant/bar serving mostly fast food
In business: 4 years
Seats: 120
Meals served: Lunch, dinner

Business is slowly picking up in the Tuscaloosa area, but a fairly high unemployment rate is still affecting the overall economy. "We've seen an upswing in dollars—not a drastic jump—but I can see an improvement," says ***Tom McJenkin,*** owner of 2 Lady's Inc.

McJenkin feels that knowing your market and paying attention to customer preferences is the key to success. By offering mid-priced meals, his business didn't drop off as much as business at higher priced restaurants during the recession. "People still want to go out to eat. They just don't want to spend as much," he notes.

6 WEST NORTH CENTRAL

Location: Sioux Falls, SD
NRA member: Harry Whelden
Operation: The Maine Lobster
Profile: Tablecloth restaurant specializing in fresh seafood
In business: 10 years
Seats: 220
Meals served: Lunch, dinner, Sunday brunch

"Sioux Falls is a great place to do business," says ***Harry Whelden,*** owner of The Maine Lobster. A broad-based economy—small industry and agriculture—has kept Sioux Falls' business climate healthy. "People tightened their belts a little during the last couple of years, but we never really felt the recession," he explains.

Originally from Maine, Whelden had a frozen lobster tail in a restaurant one night in South Dakota and was so disappointed he decided to bring Maine to the Midwest. He started his own restaurant, which specializes in fresh seafood, and became a fresh fish and live lobster wholesaler throughout the Midwest.

It wasn't easy at first to get beef loving customers acquainted with fresh fish and lobsters, says Whelden. So he offered a lot of combination dinners. "Now, people are ordering lobster without the steaks," he says proudly. He believes the concern with nutrition has also helped boost the demand for fresh fish.

7 WEST SOUTH CENTRAL

Location: Little Rock, AR
NRA member: Ed David
Operation: The Faded Rose, Inc.
Profile: Casual theme restaurant
In business: 2 years
Seats: 72
Meals served: Lunch, dinner

Business is picking back up in Little Rock, the state capital of Arkansas. A variety of industries, including light manufacturing and financial businesses, have contributed to the area's growth. ***Ed David,*** president of the Faded Rose, Inc., started his business in the middle of the recession and has noticed a substantial improvement. "We're running 15 to 18 percent ahead of last year's monthly figures," he says.

The Faded Rose specializes in New Orleans' style steaks and seafood. According to David, good food and good staff are the major factors behind his restaurant's success.

Where did the name Faded Rose come from? "A love of country music and roses, I guess. I just put the name of the song, 'Faded Love,' and roses together," David explains. Roses—fresh, not faded—grace the tables and add to the restaurant's theme and decor.

8 MOUNTAIN

Location: Cave Creek, AZ
NRA member: Ed Chilleen
Operation: Crazy Ed's Satisfied Frog
Profile: Casual, Western, all-American theme establishment
In business: 2 years
Seats: 140
Meals served: Lunch, dinner

Business is excellent in Cave Creek, a resort area 25 miles north of Phoenix, according to ***Ed Chilleen,*** owner of Crazy Ed's Satisfied Frog. The economy is growing and so is his business. "We opened this restaurant two years ago. The first Saturday night we did 45 dinners, and last Saturday night we served almost 400," he explains.

The checkered tablecloths, sawdust on the floor and unusual features, such as the donut machine at the door, provide a comfortable, all-American atmosphere.

Why a donut machine? "I've seen those machines at the NRA Show, smelled the donuts cooking and decided to put one in a restaurant," he recalls. Every customer is offered a fresh donut on his way out. "This gives people something to eat for breakfast and makes them think of the Satisfied Frog," he says.

9 PACIFIC

Location: Clatskanie, OR
NRA member: Eric Sellix
Operation: Hump's Restaurant and Camel Room Lounge
Profile: Full-service restaurant with a coffee shop, banquet room and lounge
In business: 36 years
Seats: 250
Meals served: Breakfast, lunch, dinner

Business is still somewhat slow in Clatskanie, Oregon—a small mill town (population: 1,600) located between Portland and the coast. "In our local area, and probably through most of the Pacific Northwest, we haven't recovered from the recession as rapidly as some parts of the country," explains ***Eric Sellix,*** owner of the Hump's Restaurant and Camel Room Lounge. Even though there is still some uncertainty about the building business, Sellix is confident that the economy is improving.

Sellix has recently switched to typesetting the restaurant menu on a computer. "It allows us to consistently introduce new items," he explains. Although he's not 100 percent satisfied with the quality yet, he believes the new technique has saved a substantial amount of money in printing costs.

FOOD FOR THOUGHT

Texas: here we come

What does New York City have that Texas doesn't? State and residential taxes. That's why Greenwich Village's Lone Star Cafe—a haven for displaced Texans which features live country music and cowboy cuisine—voted to secede from New York and annex to Texas.

Two years ago, the state of Texas proclaimed the Lone Star Cafe its "official embassy" to New York.

Since owner Mort Cooperman polled his patrons and found that 72 percent still find their loyalties deep in the heart of Texas, he proclaimed, "We will proceed with the necessary steps to begin the legal process of secession and the legal application for annexation."

—Washington Times

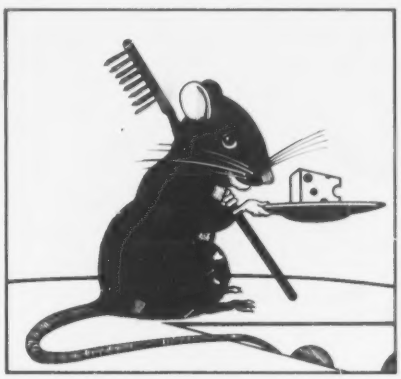
Eat cheese and smile

Photographers have been telling us to say cheese and smile for years. Soon dentists may be telling us to eat cheese and smile.

After testing 100 different foods, researchers have found that cheese stands alone in fighting plaque acid formation that eats into tooth enamel and causes decay. Charles Schachtele, a professor of dentistry at the University of Minnesota, has found that aged cheddar, Monterey Jack and Swiss cheeses reduced the plaque acid formation by a thousandfold in subjects who ate cheese, then drank sugar water 30 minutes later. Brie, Gouda, blue and mozzarella cheeses also were effective but less so than the other varieties.

Prof. Schachtele says, "This information may lead us to the natural component in foods that inhibits decay and, ultimately, to the creation of snack foods safe for teeth."

—USA Today



The winning card

In honor of Mom

Few things can beat a greeting card lovingly created by a child for Mom on Mother's Day. That is why Kentucky Fried Chicken and *Good Housekeeping* developed a greeting card competition.

To help fourth, fifth and sixth grade students express their feelings for Mom, a lesson plan on verbal and visual communication was sent to 70,000 public, private and parochial elementary schools across the nation. The plan culminated with each child creating a Mother's Day card, which was entered in the contest.

Lori Broglio, sixth grader at St. Anne's School in Bristol, VA, triumphed over the 500,000 entries in the second annual competition. The card Broglio created for her mom was produced and distributed by Drawing Board Greeting Cards of Dallas, TX, to 2,000 stores nationwide in time for Mother's Day. In addition, Broglio received $2,500 and the opportunity to go to New York City with her mother.

The 10 national finalists received cash awards ranging from $250 to $1,000. Teachers of the finalists received a Radio Shack Color Computer II, and the schools received a set of *World Book Encyclopedia*. Each of the 50 state winners received a Radio Shack MC-10 home computer.

Kitchen privileges

Small catering companies, bakers and candy makers in the Washington, DC, area who need kitchen space but don't have the money to build their own can rent Kitchen Privileges in Alexandria, VA.

The rent-a-kitchen concept began three years ago when Saul Barry Wax and a friend wanted to make their own brand of chili. "We found local caterers who would rent out their kitchens when they weren't using them, but we couldn't find any facilities available to cooks on a 24-hour-a-day, 365-days-a-year basis," says owner Wax. So he started his rent-a-kitchen company called Kitchen Privileges. Up to six cooks use it as many as six to 14 hours a day. Kitchen Privileges is licensed by local, state and federal health authorities and comes fully equipped with ranges, broilers and stockpots—all for $27 an hour. Clean up is not included, but a mop comes with the hourly fee.

—USA Today

Two NRA National Conference Programs

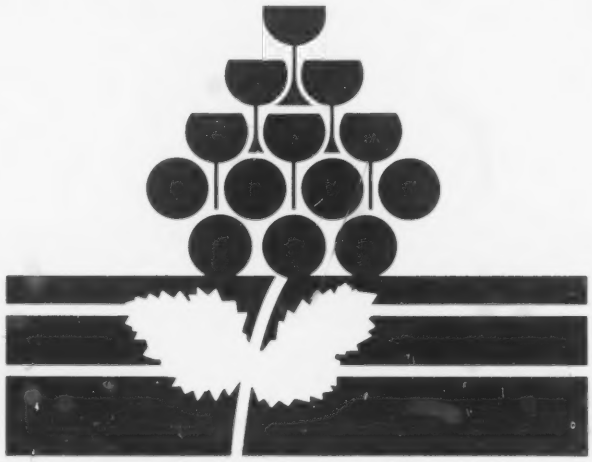
NRA's National Conference Series brings together the best informed people in our industry to focus on issues essential to the success of foodservice operations. The first two programs of the 1984–85 series are the National Conference on Marketing, Advertising and Promotions and the Ninth Annual California Wine Workshop.

National Conference on Marketing, Advertising and Promotions

Aboard the Queen Mary
Long Beach, California
August 26–29, 1984

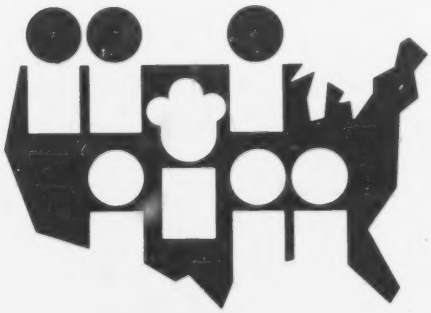
Foodservice marketing innovations of the 80s is the focus of this year's program. We'll take an in-depth look at the critical issues surrounding foodservice advertising and promotions. Presentations by some of the most creative and successful individuals in our industry will make this conference the one marketing program of the year which you can't afford to miss.

Ninth Annual California Wine Workshop



Sonoma Mission Inn
Sonoma, California
September 29–October 3, 1984

This year we will travel to the heart of one of America's leading wine centers— Sonoma, California—to tour some of the top wineries in the country and taste their finest wines. From in-depth discussions with the winemakers themselves to tastings of at least 75 wines of the region, this intensive four-day wine tour is one of the most comprehensive and enjoyable wine programs available.



More information:

Complete brochures are available from NRA on both of these NRA National Conference Programs. For more information, call 800/424-5156 (toll-free) or 202/638-6100 or write NRA, National Conference Series, 311 First St., NW, Washington, DC 20001.